

**BIRMINGHAM CITY COMMISSION
LONG RANGE PLANNING AGENDA
JANUARY 25, 2020
MUNICIPAL BUILDING, 151 MARTIN
8:30 A.M.**

I. CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Pierre Boutros, Mayor

II. ROLL CALL

Cheryl Arft, Acting City Clerk

III. PUBLIC COMMENT

The City of Birmingham welcomes public comment limited at the Mayor's discretion on items that do not appear in the printed agenda in order to allow for an efficient meeting. The Commission will not participate in a question and answer session and will take no action on any item not appearing on the posted agenda. The public can also speak to agenda items as they occur when the presiding officer opens the floor to the public. When recognized by the presiding officer, please step to the microphone, state your name for the record, and direct all comments or questions to the presiding officer.

IV. DISCUSSION ITEMS

- I. 8:30 AM – 9:10 AM Finance**
 - A. Five-Year Financial Forecast (under separate cover)

- II. 9:10 AM – 10:00 AM Public Services**
 - A. Parks & Recreation Improvement Plan
 - B. Ice Arena Facility Analysis
 - C. Maple/Eton Bridge Enhancements
 - D. Lead Water Line Improvement Plan

- III. 10:00 AM – 11:30 AM Planning**
 - A. City-wide Master Plan Update
 - B. Alley Regulations
 - C. Multi-Modal Initiatives
 - D. Green Infrastructure
 - E. Downtown Overlay Amendments

- IV. 11:30 AM – 12:15 PM Engineering**
 - A. Backyard Sewer and Water Master Plan
 - B. Major Streets
 - C. SAW Grant Initiative
 - D. Maple Road – Phase 2

- V. 12:15 PM – 12:30 PM Lunch Break**

- VI. 12:30 PM – 12:45 PM Birmingham Shopping District**
 - A. Downtown Retail Attraction Program
 - B. Maple Project Mitigation Plan

- VII. 12:45 PM – 1:00 PM Fire Department**
 - A. Departmental Enhancements

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| VIII. 1:00 PM – 1:15 PM | Police Department |
| A. Departmental Enhancements | |
| IX. 1:15 PM – 1:30 PM | Building Department |
| A. Online Permit Program | |
| X. 1:30 PM – 1:45 PM | Library |
| A. Building Renovations - Phase 3 Plan | |
| XI. 1:45 PM – 2:00 PM | Birmingham Museum |
| A. Strategic Plan Update | |
| B. Heritage Zone Improvement Plan | |
| XII. 2:00 PM – 2:30 PM | Manager's Office |
| A. Unimproved Street Planning | |
| B. Adult Services Planning | |
| C. Enhanced Email Communications | |
| D. Parking Planning | |

V. ADJOURN

PLEASE NOTE: Due to building security, public entrance during non-business hours is through the Police Department – Pierce St. entrance only.

NOTICE: Individuals requiring accommodations, such as mobility, visual, hearing, interpreter or other assistance, for effective participation in this meeting should contact the City Clerk's Office at (248) 530-1880 (voice), or (248) 644-5115 (TDD) at least one day in advance to request mobility, visual, hearing or other assistance.

Las personas que requieren alojamiento, tales como servicios de interpretación, la participación efectiva en esta reunión deben ponerse en contacto con la Oficina del Secretario Municipal al [\(248\) 530-1880](tel:248-530-1880) por lo menos el día antes de la reunión pública. (Title VI of the Civil Rights Act of 1964).

City of Birmingham
Five-year Financial Forecast

Years Ending June 30, 2020 through June 30, 2024

City of Birmingham, Michigan
Five-year Financial Forecast
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Independent Accountant's Report

To the Honorable Mayor
and City Commission
City of Birmingham, Michigan

Management is responsible for the accompanying five-year financial forecast of the City of Birmingham, Michigan's (the "City") General Fund, Major Streets Fund, Local Streets Fund, and Water and Sewer funds for the years ending June 30, 2020 through 2024, including the related summaries of significant assumptions and accounting policies, in accordance with guidelines for the presentation of a financial forecast, as established by the American Institute of Certified Public Accountants. In addition, management is responsible for the accompanying estimation of property tax revenue, property tax assumptions, and graphs (as listed in the table of contents). We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the American Institute of Certified Public Accountants. We did not examine or review the forecasted financial statements, nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these forecasted financial statements or the underlying assumptions.

Historical data for fiscal years 2015-2016 through 2018-2019 has been compiled from the City's Comprehensive Annual Financial Reports, upon which we performed audit engagements.

The forecast does not present all significant measures that would be included in a complete set of forecasted financial statements (statement of net position and statements of revenue, expenses, and changes in net position and cash flows). Accordingly, this forecast is not designed for those who are not informed about the City's financial position, results of operations, and cash flows.

The forecasted results may not be achieved, as there will be differences between the forecasted and actual results, because events and circumstances frequently do not occur as expected, and those differences may be material. We have no responsibility to update this report for events and circumstances occurring after the date of this report.

The accompanying financial forecast and this report are intended solely for the information and use of the City of Birmingham, Michigan and are not intended to be and should not be used by anyone other than this specified party.

Plante & Moran, PLLC

January 17, 2020

City of Birmingham, Michigan

Five-year Financial Forecast

Project Summary

The results of the analysis should be considered within the appropriate context. Essentially, the financial results for future fiscal years should be viewed only as financial estimates derived from the best available financial information at this particular point in time. Considered in this light, the financial plan provides a benchmark from which to monitor and evaluate ongoing financial trends and results. The five-year financial forecast is updated on an annual basis by the City of Birmingham, Michigan (the “City”). This allows the City to capture changes from the prior year in order to evaluate the long-term financial implications of various financial scenarios. This forecast is utilized to assist the City Commission on decisions regarding the scope and timing of future capital projects. The amounts and timing of future capital projects, as disclosed in this forecast, are sensitive estimates, and changes in these estimates could have a significant impact of the forecasted fund balances in the General Fund, Major Streets Fund, Local Streets Fund, and Water and Sewer funds.

For the purpose of the General Fund and Major and Local Streets funds, the level of projected fund balance is typically used as the barometer to measure likely future financial strength. In general, a level fund balance indicates a stable financial condition. A decreasing or negative fund balance indicates a financial situation that the City will have to monitor closely in the coming years; it does not indicate that we believe an actual fund deficit will occur.

Utilizing the Financial Model

The financial forecast has been developed as an automated spreadsheet program. As such, it provides the City with the ability to test alternative financial scenarios related to both revenue and expenditures.

Closing Comments

The financial forecast that has been presented this year shows continued improvement in the City’s financial outlook. After a low point in revenue was reached in 2011-2012, the City has seen seven years of revenue growth. This is expected to continue in the future, with the increases led by property tax revenue. Also, continued development (or redevelopment) is further strengthening the City’s tax base.

On the expenditure side, total costs are impacted significantly by the amount of planned capital projects, as well as the cost of personnel services. The forecast shows that the resources available to the City will be sufficient to fund the projects that are currently planned to be undertaken.

The City's General Fund fund balance policy is that unassigned fund balance is to be maintained at an amount no less than two months, or 17 percent, of General Fund operating expenditures and no more than the equivalent of 40 percent of General Fund operating expenditures. The General Fund’s unassigned fund balance is currently within the City Commission's range and is forecasted to remain within the range for the years ending June 30, 2020, 2021, and 2022. The General Fund’s unassigned fund balance is forecasted to be above the range for the years ending June 30, 2023 and 2024.

The City of Birmingham, Michigan continues to be an example of strong fiscal management. With careful planning and investing, the City will be able to remain a positive model to other communities and to maintain the strong bond rating that results.

City of Birmingham, Michigan

Five-year Financial Forecast

General Assumptions and Information

- Historical data for fiscal years 2015-2016 through 2018-2019 has been compiled from the City's audited financial reports.
- Assumptions are based on management's judgment given the most recent and best information known at the time of completion of this forecast, which was January 17, 2020. Because these projected results are based on management's estimates and assumptions, actual results will likely differ from what is projected.
- The assumptions presented are what management considers to be "significant assumptions" and are not all inclusive.
- Estimates for fiscal years 2019-2020 through 2023-2024 were developed based on the City's current budget and adjusted for inflation to determine future results. Nonrecurring capital outlay purchases and significant encumbrance rollovers from 2018-2019 have been excluded from future projections. Significant exceptions to this method are noted in the specific assumptions on the following pages.
- Annual inflation factors of 1.5 percent for revenue and 2.0 percent for expenditures for fiscal years 2019-2020 through 2023-2024 are utilized throughout the financial forecast.
- Data has been collected and financial estimates have been developed utilizing a number of expert sources, including the city finance director and department heads, State of Michigan departments, and other professional sources.

Basis of Accounting

Data has been presented using the modified accrual basis of accounting, which is the basis of accounting used in preparing the annual budget. Revenue is recognized when it is both measurable and available. Revenue is considered to be available if it is collected within 60 days. Disbursements for nonfinancial assets (capital outlay) are recorded as expenditures. Expenditures are recognized when a liability is incurred; however, expenditures for debt service principal and interest, compensated absences, and claims and judgments are recorded only when the payment is due. The Water and Sewer funds have been presented using a basis of accounting that is different than the basis of accounting used in the City's historical financial statements. The Water and Sewer funds have been presented in a manner to assist the City in forecasting the net cost of services throughout the forecasted period to coincide with the City's rate-making methodology. The Water and Sewer funds also include depreciation expense, consistent with the City's rate-making methodology.

City of Birmingham, Michigan
Five-year Financial Forecast

Description of Infrastructure Needs

Overview of Projected Infrastructure Costs

The department of engineering has provided estimated costs for street improvements along with associated water and sewer improvement costs for the period from 2020-2024. Following, subject to approval, is a summary of estimated infrastructure improvement costs by fiscal year, not including 2019-2020 projects either in progress or completed as of December 31, 2019:

FISCAL YEAR	MAJOR STREETS	LOCAL STREETS	WATER FUND¹	SEWER FUND²	TOTAL
2019-2020	\$4,020,000 ³	\$540,000	\$1,180,000	\$1,265,000	\$7,697,000
2020-2021	\$1,655,000	\$3,585,000	\$2,965,000	\$1,150,000	\$10,375,000
2021-2022	\$4,643,000	\$1,715,000	\$2,125,000	\$1,120,000	\$6,490,000
2022-2023	\$2,503,000	\$1,645,000	\$1,565,000	\$1,000,000	\$7,303,000
2023-2024	\$2,310,000	\$1,545,000	\$1,460,000	\$1,040,000	\$5,830,000

Streets

The department of engineering believes that the level of spending shown above is needed to allow the City to maintain its investment in streets. Failure to maintain streets at this level could result in streets deteriorating faster than the City can replace them in the future. Individual planned street projects are listed in the Major and Local Streets Funds Assumptions section beginning on page 14.

Sewage Disposal System

In 2011, the City Commission endorsed a backyard sewer and water master plan. The goal of the plan was to abandon or rehabilitate most public sewers and water mains located in backyards by 2019. While progress has been made on this plan, there remains additional work to be done. The key components of this plan included the following:

- Address all backyard facilities to greatly reduce the chance of unexpected failures and emergency work, as well as the private property damages that go along with such events.
- Provide additional sewer capacity to the system in general in these neighborhoods where deficiencies currently exist.
- Replace or rehabilitate permanent pavements and water mains in the study area that are also in need of work.

¹ Fiscal years 2020-2021 through 2023-2024 for the Water Fund include funding for lead service line replacement of \$500,000 annually.

² Fiscal years 2019-2020 through 2020-2021 for the Sewer Fund include funding for backyard sewer lining of \$250,000 and \$500,000, respectively.

³ This amount includes \$630,000 for traffic signal replacement on Maple Road between Chester Street and Woodward Avenue.

City of Birmingham, Michigan
Five-year Financial Forecast

- Divert storm water flows away from the combined sewer system for significant acreage in the Evergreen-Farmington District in order to reduce sewage treatment and retention basin maintenance costs.

In 2019, we remained status quo with 16 out of 30 blocks with backyard sewers (53 percent) being repaired and lined to greatly improve the reliability of these sewers into the future.

In 2020, the City is looking to continue to complete four more blocks for lining with the attainment of easements. In addition, the next phase of a sewer project is planned for construction, allowing the diversion of additional storm water flows in the Quarton Lake Subdivision (north of Oak Street) out of the combined sewer system.

Finally, additional effort at acquiring easements will have to continue to allow for more lining in the future.

Water Distribution System

Ongoing improvements to the water system are planned in conjunction with street renovation projects subject to the City Commission for approval. Additionally, approximately 740 lead service lines are required to be replaced by Michigan law. The City is required to replace at least 7 percent of the service lines annually. The initial estimated cost of replacing these service lines is approximately \$5.8 million. The City is currently working on a cooperative bid in an effort to reduce the overall cost.

Other Current and Future Projects

Corridor Improvement Authority

The City Commission has created the Corridor Improvement Authority to accommodate expanded business development in the City’s Triangle District, which is an area of emerging business growth. The Corridor Improvement Authority has been charged with the task of developing public parking facilities in the Triangle District to help spur additional economic development as the Triangle District Urban Plan is implemented. The initial focus will likely include the construction of an approximately 350-space public parking structure. It is anticipated that funding for the parking structure will be provided by a bond issue, which will be repaid through tax increment financing, special assessments, and user fees. At present, the City is seeking opportunities in the district for development. Once a development plan is in place, tax incremental financing will commence, and revenue from captured taxes will begin. It is unknown at this time when this will occur; therefore, the forecast does not reflect any tax capture for the Corridor Improvement Authority.

Streetlights

New streetlights are proposed in conjunction with planned downtown renewal projects. The estimated costs are as follows:

Maple Road - Southfield Road to Woodward Avenue	\$325,000 in fiscal year 2019-2020
South Old Woodward Avenue - Brown Street to Landon Street	\$460,000 in fiscal year 2021-2022

City of Birmingham, Michigan
Five-year Financial Forecast

Alleys and Sidewalks

In 2019-2020, sidewalk improvements are planned along Maple Road from approximately Southfield Road to Woodward Avenue, with an estimated cost of \$895,000. In 2021-2022, sidewalk and streetscape improvements are planned on South Old Woodward Avenue - Brown Street to Landon Street at an estimated cost of \$1,212,000. Other sidewalks will be replaced as needed as part of the annual sidewalk replacement program.

Ice Arena

The ice arena's refrigerant system has reached its useful life and is in need of replacement. The cost to replace the main and studio rinks systems is approximately \$2 million.

Park System

The City completed a parks and recreation master plan, which called for improvements to the various city parks and trail systems. The total cost of the plan, excluding the ice arena and golf course improvements, was approximately \$4.6 million.

City of Birmingham, Michigan

Five-year Financial Forecast

General Fund Assumptions

Revenue

Property Taxes

Appendix B illustrates the process used to estimate property tax revenue. Economic indicators show continued growth in the housing market, which will affect state-equalized value (SEV) and taxable value (TV) growth. The 2019-2020 taxable value for the City increased by 6.03 percent. The forecast assumes an annual increase in taxable value starting at 4.5 percent for 2020-2021, 4 percent for 2021-2022, and 3.5 percent annually afterwards.

Key assumptions on a line-by-line basis, beginning at the top of Appendix A, are provided in Appendix B.

The property taxes from the general operating levy exclude levies for the George W. Kuhn Drain, North Arm Drain debt service, and water capital improvements.

Building Permits

New house permits, renovations, and additions show a steady reinvestment in the City; however, it is projected to be at a marginally slower pace compared to the prior fiscal year. Revenue received from building permits in 2019-2020 is anticipated to be slightly lower than revenue received in the prior fiscal year. The decrease in permit revenue in 2019-2020 reflects current activity levels and planned projects that start to wind down. The year 2020-2021 reflects a decrease in permit revenue as reinvestment starts to slow due to building activity slowing down. The 2021-2022 through 2023-2024 levels represent a baseline of activity based on normal activity.

Cable Franchise Fees

Revenue is projected to increase slightly for each of the forecasted years through 2022-2023.

State-shared Revenue

In 2015, the State enacted “City, Village, and Township Revenue Sharing” (CVTRS) in which a city is required to meet certain criteria to be eligible to receive a percentage of the revenue-sharing appropriations. The estimated statutory revenue-sharing payment for the City’s fiscal year 2019-2020 per the State’s formula is expected to be around \$210,000. At this time, the supplemental CVTRS has been eliminated, without any indication from the State as to if the payment will be reinstated. Constitutional revenue-sharing payments depend on the level of state sales tax collections and, in 2019-2020, are estimated to be slightly higher than last year’s level, according to the State’s website. Actual revenue-sharing distributions depend on the stability of the State’s budget, as well as the state’s economy. The City has forecasted a constant level of revenue sharing for the statutory portion and an inflationary increase of 1.50 percent for the constitutional portion for the years beginning 2020-2021.

City of Birmingham, Michigan
Five-year Financial Forecast

Other Intergovernmental Revenue

In fiscal years 2015-2016, 2016-2017, 2017-2018, and 2018-2019, a surplus of cable funds in the amount of \$122,613, \$143,402, \$338,575, and \$170,870, respectively, was received. No revenue is projected in future years, as these distributions are at the discretion of the cable board.

Charges to Other Funds

The increases in fiscal year 2019-2020 and future years are the result of labor charges for an additional city engineer.

Dispatch Services Revenue

Dispatch revenue is the result of the City's contract with Beverly Hills, Michigan, which provides for a 35 percent reimbursement of the City's dispatch costs that have increased.

EMS Transport Revenue

The increase in EMS transport revenue is the result of an increase in medical runs.

48th District Court

Based on information received from the 48th District Court, the City's caseload percentage increased in 2018 to 28.23 percent. The City's caseload for 2019-2020 is projected at 31.37 percent. For the remaining forecasted years, a level increase of 1.50 percent in court revenue is projected to be received.

Parking Fines

Parking fine revenue remained approximately the same in fiscal year 2018-2019 from the prior fiscal year. Revenue is expected to remain steady from 2019-2020 projected levels.

Other Revenue

Revenue in this category is projected to remain steady as it represents normal activity consisting of miscellaneous charges. Additional revenue is expected for fiscal years 2019-2020 through 2023-2024, which includes sidewalk and alley special assessments.

Interest and Rent

The projected interest rate earned on investments for 2019-2020 through 2023-2024 is 2 percent, 2 percent, 2.25 percent, 2.5 percent, and 2.75 percent, respectively. For periods from 2015-2016 through 2017-2019, the fluctuations in the investment income were the result of low interest rates and unrealized market gains (2018-2019) and losses (2015-2016 through 2017-2018).

Expenditures

Personnel Service Cost Assumptions

Full-time staffing, which consists of 157 full-time employees, is assumed to remain at or near the same level for the period covered by the financial estimation.

City of Birmingham, Michigan
Five-year Financial Forecast

The current status of labor contracts is as follows:

<u>Union or Group</u>	<u>Contract Runs Through</u>
AFSCME	June 30, 2020
Teamsters	June 30, 2021
Police Command (BCOA)	June 30, 2019
Firefighters (BFFA)	June 30, 2020
Police (BPOA)	June 30, 2019

For estimation purposes, the model assumes a rate increase for union and nonunion employees. The actual rate may vary depending on numerous factors, including, but not limited to, results of union negotiations, changes in state or federal law, and limits on increases in property taxes.

Health insurance costs have been adjusted to reflect no increase for fiscal year 2019-2020, a 15 percent decrease for 2020-2021, and a 2 percent increase for the remaining forecasted years. These percentage increases reflect targeted reserves in our internal service fund and do not necessarily reflect the healthcare industry-proposed increases.

Expenditures have been adjusted for the employer's portion of retirement contributions and retiree healthcare contributions, as recommended by the City's actuarial valuation and actuarial forecast prepared for the period ended June 30, 2019.

Public Safety

Increases to public safety expenditures from 2015-2016 to 2019-2020 are mainly the result of adding eight employees during that time period.

Sidewalk and Alley Construction

Construction costs include Maple Road sidewalk reconstruction in 2019-2020 for \$895,000 and South Old Woodward Avenue sidewalks from Brown to Landon in 2021-2022 for \$1.2 million. Sidewalk routine replacement costs are estimated at \$300,000 per year. Alley construction costs include Pierce Street Alley, estimated at \$400,000 in 2019-2020, and West Maple Road Alley, estimated at \$300,000 in 2020-2021. Both the sidewalk and alley construction will be assessed to the owners.

48th District Court

Expenditures are allocated to each of the four governmental units responsible for maintaining the court in the same proportion as the number of cases arising from each unit. Fiscal year 2019-2020 includes \$356,607 for renovations at the court.

City of Birmingham, Michigan
Five-year Financial Forecast

Operating Transfers Out

In 2015-2016, a transfer to risk management was made in the amount of \$1,000,000 to partially cover the Wolf v. Birmingham lawsuit settlement. Additionally, in 2016-2017, a transfer of \$480,000 to the Risk Management Fund was made and \$775,000 to the Sewer Fund for 2018-2019 as reimbursement of costs paid to settle the Wolf v. Birmingham lawsuit. Additionally, a \$443,000 transfer was made for 2018-2019 to the Retiree Health Care Fund. Transfers out to the Major Streets Fund, Local Streets Fund, and Capital Projects Fund are routine and represent funding for capital improvements.

Other Expenditures

Other expenditures assume 2 percent inflationary increases for the years 2020-2021 through 2023-2024.

City of Birmingham, Michigan
General Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Revenue									
Taxes									
Real and personal property taxes	\$ 20,315,235	\$ 21,021,455	\$ 23,495,707	\$ 24,969,718	\$ 26,065,630	\$ 27,399,760	\$ 28,538,850	\$ 29,578,610	\$ 30,629,900
Tax losses	(82,340)	(13,724)	(23,773)	(23,668)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Penalties and interest	120,233	121,537	119,563	128,158	149,000	149,000	149,000	149,000	149,000
Total taxes	20,353,128	21,129,268	23,591,497	25,074,208	26,114,630	27,448,760	28,587,850	29,627,610	30,678,900
Licenses and Permits									
Business licenses and permits	64,926	61,160	60,272	62,937	62,320	63,255	64,204	65,167	66,144
Rental housing fees	140,873	145,180	157,752	173,750	167,020	169,525	172,068	174,649	177,269
Building permits	2,651,421	2,560,488	2,111,579	2,361,287	2,268,450	2,041,605	1,837,442	1,837,442	1,837,442
Appeal and review fees	97,939	114,474	119,027	66,556	67,650	68,665	69,695	70,740	71,801
Telecommunications permit	66,375	65,788	65,277	65,410	52,280	53,064	53,860	54,668	55,488
Cable television franchise fees	352,810	359,605	351,256	348,869	365,400	370,881	376,444	382,091	387,822
Other	85,596	73,701	68,430	68,893	70,600	71,659	72,734	73,825	74,932
Total licenses and permits	3,459,940	3,380,396	2,933,593	3,147,702	3,053,720	2,838,655	2,646,446	2,658,581	2,670,898
Intergovernmental									
Federal emergency management assistance	13,180	20,161	20,310	21,781	21,800	22,127	22,459	22,796	23,138
State:									
Shared revenue	1,719,964	1,808,160	1,867,231	1,942,909	1,906,690	1,932,155	1,958,001	1,984,235	2,010,863
Other	445,572	342,839	626,456	376,522	249,160	231,778	234,435	237,131	239,869
Total intergovernmental	2,178,716	2,171,160	2,513,997	2,341,212	2,177,650	2,186,059	2,214,895	2,244,164	2,273,870
Charges for Services									
Labor charges to other funds	1,178,584	1,137,579	1,171,122	1,442,528	1,598,530	1,620,935	1,643,675	1,666,757	1,690,185
Ice arena fees	619,354	603,275	620,024	633,865	665,400	675,381	685,512	695,794	706,231
Other recreation program fees	101,437	99,043	104,163	96,285	107,890	109,508	111,151	112,818	114,511
Museum fees	44,874	44,204	39,561	41,989	42,950	43,594	44,248	44,912	45,586
Special events fees	72,663	75,468	82,336	81,393	91,220	92,588	93,977	95,387	96,818
Sidewalk construction	14,978	53,843	48,912	24,685	35,000	35,525	36,058	36,599	37,148
Dispatch	344,076	311,928	314,798	334,310	383,580	389,334	395,174	401,101	407,118
EMS transports	328,193	354,650	351,263	373,437	400,000	406,000	412,090	418,271	424,545
Other	85,884	78,357	67,629	88,352	78,900	80,084	81,285	82,504	83,742
Total charges for services	2,790,043	2,758,347	2,799,808	3,116,844	3,403,471	3,452,950	3,503,169	3,554,143	3,605,882
Fines and Forfeitures									
48th District Court	1,033,994	1,028,810	1,243,878	1,150,281	1,218,000	1,236,270	1,254,814	1,273,636	1,292,741
Parking and dog fines	423,494	560,238	551,683	562,086	544,500	557,293	557,589	557,891	558,197
Impound fees	5,825	7,025	8,050	7,800	7,500	7,613	7,727	7,843	7,960
False alarm charges	12,130	7,150	5,855	5,700	6,140	6,232	6,326	6,420	6,517
Total fines and forfeitures	1,475,443	1,603,223	1,809,466	1,725,867	1,776,141	1,807,408	1,826,456	1,845,790	1,865,414
Interest and Rent									
Interest earned on investments	162,430	29,169	125,037	802,348	562,590	332,260	414,050	517,280	662,290
Rent	55,008	73,716	57,591	63,007	56,000	56,840	57,693	58,558	59,436
Other interest earnings	1,787	5,595	5,454	3,872	2,500	2,538	2,576	2,614	2,653
Total interest and rent	219,225	108,480	188,082	869,227	621,090	391,639	474,318	578,451	724,379
Other Revenue									
	112,230	125,400	90,783	359,197	418,820	373,045	576,787	379,172	653,445
Contributions from Other Funds									
	-	-	100,000.00	179,400.00	200,000.00	100,000.00	100,000.00	100,000.00	100,000.00
Total revenue	30,588,725	31,276,274	34,027,226	36,813,657	37,765,522	38,598,515	39,929,920	40,987,910	42,572,788

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan
General Fund Historic and Estimated Financial Operations

Expenditures	Actual				Estimated Future Operations				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
General Government									
Commission	\$ 55,550	\$ 58,784	\$ 52,365	\$ 52,241	\$ 75,450	\$ 78,353	\$ 81,413	\$ 84,642	\$ 88,049
Manager's office	318,161	307,879	446,367	555,838	597,210	601,103	608,736	619,827	633,340
Elections	27,397	33,911	39,979	34,496	60,770	45,185	44,609	46,041	40,482
Assessor	200,871	207,435	208,030	207,738	220,540	224,951	229,450	234,039	238,720
Legal	418,974	373,288	458,445	477,740	472,500	481,950	491,589	501,421	511,449
Clerk	341,259	316,902	311,445	344,442	374,296	409,919	417,022	425,515	434,994
Finance department	689,278	717,427	809,820	835,421	888,950	910,353	921,124	937,225	958,079
Human resources department	342,819	354,567	306,007	335,542	440,350	443,190	451,741	462,041	471,663
Treasurer	646,690	629,480	646,203	659,353	752,300	770,077	774,338	785,357	800,515
City hall and grounds	566,312	520,750	480,613	513,058	616,920	652,974	628,241	638,716	650,716
Library maintenance	120,094	38,000	30,484	36,577	56,400	37,128	37,871	38,628	39,401
Historical museums:									
Hunter House	13,898	9,968	10,959	13,686	41,540	38,148	38,911	39,689	40,483
Allen House	126,171	202,113	174,665	197,064	238,226	245,727	251,274	257,389	263,731
General administration	1,050,173	1,107,453	1,107,291	1,040,012	1,177,035	1,197,164	1,221,107	1,245,529	1,270,440
Total general government	4,917,647	4,877,957	5,082,673	5,303,208	6,012,487	6,136,220	6,197,428	6,316,059	6,442,062
Public Safety									
Police	6,048,860	6,125,234	5,991,538	6,490,272	7,004,580	6,981,062	7,221,044	7,282,323	7,432,499
Fire	5,031,199	5,277,470	5,482,557	5,922,405	6,333,443	6,409,121	6,709,330	6,755,991	6,821,048
Dispatch	891,222	915,251	1,024,994	986,648	1,093,365	1,148,305	1,095,520	1,199,586	1,131,938
Emergency preparedness	5,931	5,065	9,202	9,180	10,300	10,506	10,716	10,930	11,149
Total public safety	11,977,212	12,323,020	12,508,291	13,408,505	14,441,688	14,548,995	15,036,610	15,248,830	15,396,633
Community Development									
Planning	453,053	593,540	542,144	735,005	708,228	589,046	597,049	609,046	621,436
Building inspection	1,754,318	2,043,357	2,076,541	2,259,260	2,592,267	2,382,128	2,055,237	1,988,427	2,026,184
Total community development	2,207,371	2,636,897	2,618,685	2,994,265	3,300,495	2,971,175	2,652,287	2,597,474	2,647,619
Engineering and Public Services									
Engineering	711,702	782,760	813,693	867,584	1,018,839	939,185	949,781	965,640	983,780
Sidewalk construction and replacement	297,732	538,003	1,113,173	2,059,063	1,878,247	510,747	1,584,162	379,605	387,197
Alley construction and maintenance	231,874	30,459	17,075	83,986	435,360	325,000	280,000	430,000	280,000
Property maintenance	845,260	787,288	787,774	911,791	1,094,319	1,010,095	1,027,695	1,043,567	1,060,944
General	251,828	266,163	268,804	294,114	344,596	386,445	370,346	385,000	400,453
Weed/Snow enforcement	28,621	32,214	32,330	29,011	56,316	43,890	44,756	45,609	46,439
Ice sports arena	592,836	634,115	631,037	636,840	684,650	729,850	708,768	720,557	732,520
Community activities	273,438	251,929	244,007	317,270	305,714	301,710	307,484	312,826	317,967
Fiber optics systems	-	-	-	2,759	9,030	-	-	-	-
Parks	863,326	932,213	1,064,557	1,045,279	1,127,930	1,292,251	1,167,675	1,187,422	1,207,625
Total engineering and public services	4,096,617	4,255,144	4,972,450	6,247,697	6,955,001	5,539,172	6,440,667	5,470,226	5,416,926

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan
General Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Expenditures (Continued)									
Contributions									
48th District Court	\$ 1,019,722	\$ 1,116,515	\$ 1,261,046	\$ 1,219,055	\$ 1,642,987	\$ 1,312,108	\$ 1,338,350	\$ 1,365,117	\$ 1,392,419
Operating transfers to other funds:									
Major Streets Fund	1,580,000	1,550,000	2,100,000	2,579,900	3,246,000	3,000,000	3,500,000	2,500,000	2,500,000
Local Streets Fund	2,250,000	2,650,000	2,200,000	2,500,000	2,500,000	4,500,000	3,000,000	3,000,000	3,000,000
Capital Projects Fund	371,900	344,890	736,570	1,453,000	910,892	1,200,000	1,250,000	700,000	700,000
Sewer Fund	-	-	-	775,000	-	-	-	-	-
Water Fund	-	-	500,000	-	-	-	-	-	-
Risk Management	1,000,000	480,000	-	-	-	-	-	-	-
Retirement System	-	-	-	443,000	-	-	-	-	-
Other	13,900	50,000	45,000	-	-	-	-	-	-
Total contributions	<u>6,235,522</u>	<u>6,191,405</u>	<u>6,842,616</u>	<u>8,969,964</u>	<u>8,299,891</u>	<u>10,012,123</u>	<u>9,088,368</u>	<u>7,565,138</u>	<u>7,592,443</u>
Total expenditures	<u>29,434,369</u>	<u>30,284,423</u>	<u>32,024,715</u>	<u>36,923,639</u>	<u>39,009,562</u>	<u>39,207,685</u>	<u>39,415,359</u>	<u>37,197,725</u>	<u>37,495,683</u>
Excess of Revenue Over (Under)									
Expenditures	1,154,356	991,851	2,002,511	(109,982)	(1,244,040)	(609,170)	514,562	3,790,186	5,077,106
Fund Balance - Beginning of year	<u>13,157,925</u>	<u>14,312,281</u>	<u>15,304,132</u>	<u>17,306,643</u>	<u>17,196,661</u>	<u>15,952,621</u>	<u>15,343,451</u>	<u>15,858,013</u>	<u>19,648,199</u>
Fund Balance - End of year	<u>\$ 14,312,281</u>	<u>\$ 15,304,132</u>	<u>\$ 17,306,643</u>	<u>\$ 17,196,661</u>	<u>\$ 15,952,621</u>	<u>\$ 15,343,451</u>	<u>\$ 15,858,013</u>	<u>\$ 19,648,199</u>	<u>\$ 24,725,305</u>

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan
Five-year Financial Forecast

Major and Local Streets Funds Assumptions

Major Streets Fund

This forecast analyzes the actual results from 2015-2016 through 2018-2019 and the City's adopted budget for 2019-2020, with inflationary increases for the years 2020-2021 through 2023-2024. Exceptions to this method are noted below:

Revenue

Federal Grants

Two federal grants have been secured in the total amount of \$600,000 for the same project: the first grant is for the Maple Road project between Southfield Road and Woodward Avenue in the amount of \$350,000, and the second grant in the amount of \$250,000 is for safety improvements at the intersection of Maple Road and Southfield Road.

State Grants and Distributions

On November 10, 2015, the governor signed a new road funding bill. The funding for this road bill comes from an increase in registration fees, an increase in gas taxes, and funding from the State's General Fund. The road funding bill calls for an incremental increase in contributions from the State's General Fund and will be fully funded by the State's fiscal year ending September 30, 2021. The estimates for the road funding have been provided by the Michigan Department of Transportation (MDOT).

In fiscal year 2018-2019, the City received approximately \$230,000 in additional road funding beyond the Act 51 funding for road maintenance; however, no additional amount has been budgeted for future years, as there is no certainty this program will continue.

Special Assessments

Special assessment revenue for fiscal years 2019-2020, 2021-2022, and 2023-2024 include one-year assessments for cape seal maintenance.

Interfund Transfers

Interfund transfers are forecasted in an amount to provide consistent funding to the street funds from the General Fund. The forecast projects an increase in transfers from the General Fund for 2019-2020 through 2021-2022 based on the planned projects, and then the funding returns to more historic levels thereafter.

Interest Income

The forecast assumes investment returns of 2.00 percent for 2019-2020, with slow improvement to 2.75 percent for 2023-2024.

City of Birmingham, Michigan
Five-year Financial Forecast

Expenditures

Maintenance of Streets and Bridges

Fiscal year 2019-2020 includes a cape seal project, as does 2021-2022 and 2023-2024.

Street Cleaning

The forecast projects that catch basin cleaning will continue to be scheduled once every three years.

Traffic Controls

The forecast 2019-2020 includes \$630,000 in traffic control upgrades for the Maple Road project in fiscal year 2019-2020; \$160,000 for Bates and Willits in fiscal year 2021-2022; \$453,000 for Adams and Derby, Brown and Southfield, and Maple and Elm Street/Poppleton in fiscal year 2022-2023; and \$160,000 for Maple and Adams in fiscal year 2023-2024.

Capital Outlay

Below is a list of planned projects with an estimated cost equal to or greater than \$200,000:

2019-2020	Maple Rd. - Southfield Rd. to Woodward Ave.	\$2,900,000
	Traffic signal replacement on Maple Rd.	\$630,000
	Coolidge Hwy. - Derby Rd. to E. Maple Rd.	\$425,000
	Grant St. - E. Lincoln Ave. to Humphrey Ave.	\$200,000
	Cranbrook - Maple Rd. to 14 Mile Rd.	\$290,000
2020-2021	Pierce St. - Lincoln Ave. to Bird Ave.	\$350,000
	Redding Rd. - Lakepark Ave. to Woodward Ave.	\$420,000
	Oakland Blvd. - N. Old Woodward to Woodward	\$250,000
2021-2022	S. Old Woodward Ave. - Brown St. to Landon St.	\$3,988,000
2022-2023	E. Maple Rd. - N. Eton to Coolidge	\$200,000
	S. Eton Rd. - Yosemite to 14 Mile Rd.	\$1,700,000
	Traffic signal replacement at Maple Rd. and Elm St.	\$210,000

For fiscal year 2023-2024, no projects have been identified yet, but the forecast includes \$2,000,000 as an estimate.

City of Birmingham, Michigan

Five-year Financial Forecast

Local Streets Fund

This forecast analyzes the actual results from 2015-2016 through 2018-2019 and the City's adopted budget for 2019-2020, with inflationary increases for the years 2021-2022 through 2023-2024. Exceptions to this method are noted below:

Revenue

State Grants and Distributions

On November 10, 2015, the governor signed a new road funding bill. The funding for this road bill comes from an increase in registration fees, an increase in gas taxes, and funding from the State's General Fund. The road funding bill calls for an incremental increase in contributions from the State's General Fund and will be fully funded by the State's fiscal year ending September 30, 2021. The estimates for the road funding have been provided by the Michigan Department of Transportation (MDOT). The estimates for the road funding have been provided by the Michigan Department of Transportation.

Special Assessments

Special assessment revenue for fiscal years 2019-2020, 2021-2022, and 2023-2024 include one-year assessments for cape seal maintenance. Additionally, special assessment revenue has been forecasted for road work on Lakeview Avenue starting in fiscal year 2021-2022.

Interfund Transfers

Interfund transfers are forecasted in an amount to provide consistent funding to the streets funds from the General Fund. The forecast projects that a significant increase in funding for local streets is needed in fiscal year 2020-2021 based on planned projects, and then the funding returns to more historic levels thereafter.

Interest Income

The forecast assumes investment returns of 2.00 percent for 2019-2020, with slow improvement to 2.75 percent for 2023-2024.

Expenditures

Maintenance of Streets and Bridges

Cape seal maintenance is expected in fiscal years 2019-2020, 2021-2022, and 2023-2024.

Street Cleaning

The forecast projects that catch basin cleaning will continue to be scheduled once every three years.

City of Birmingham, Michigan
Five-year Financial Forecast

Capital Outlay

Below is a list of planned projects with an estimated cost equal to or greater than \$200,000:

2019-2020	Hanna St. - Southfield Rd. to Bates St. Southlawn Blvd. - Stanley Dr. to Bates St.	\$340,000
2020-2021	Bowers St. - Haynes Ave. to Columbia Ave.	\$250,000
	Bird Ave. - Pierce St. to 120 Ft. W. of Woodward Ave.	\$600,000
	Pembroke Rd. - West End to N. Eton St.	\$300,000
	Townsend St. - Southfield Rd. to Chester St.	\$330,000
	Edgewood Ave. - E. Lincoln Ave. to Southlawn Blvd.	\$540,000
	Lakeview Ave.	\$1,000,000
2021-2022	Haynes St. - Bowers St. to Columbia Ave.	\$300,000
	Windemere Rd. - N. Eton Rd. to St. Andrews Rd.	\$550,000
2022-2023	Maryland Blvd. - W. Lincoln Ave. to Southlawn Blvd.	\$390,000
	Bates St. - Lincoln Ave. to 14 Mile Rd.	\$600,000
	Pembroke Rd. - N. Eton to Edenborough	\$275,000

For fiscal year 2023-2024, no projects have been identified yet, but the forecast includes \$1,250,000 as an estimate.

City of Birmingham, Michigan
Major Streets Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Revenue									
State grants and distributions	\$ 947,165	\$ 1,088,480	\$ 1,438,342	\$ 1,621,238	\$ 1,457,100	\$ 1,641,449	\$ 1,674,278	\$ 1,707,764	\$ 1,741,919
Special assessment collections	485	11,823	66,226	82,844	43,257	616	43,116	616	43,116
Federal grants	-	-	-	-	600,000	-	-	-	-
Local sources	124,794	-	215,000	-	-	-	-	-	-
Interest and rent	12,242	3,880	14,193	79,877	40,950	43,598	59,680	43,175	39,758
Other	7,130	-	200	500	-	1,000	1,000	1,000	1,000
Transfers from General Fund	<u>1,580,000</u>	<u>1,550,000</u>	<u>2,100,000</u>	<u>2,579,900</u>	<u>3,246,000</u>	<u>3,000,000</u>	<u>3,500,000</u>	<u>2,500,000</u>	<u>2,500,000</u>
Total revenue	2,671,816	2,654,183	3,833,961	4,364,359	5,387,307	4,686,663	5,278,074	4,252,555	4,325,793
Expenditures									
Maintenance of streets and bridges	302,173	270,632	343,390	447,929	472,489	436,643	391,005	347,507	403,616
Street cleaning	162,528	146,308	197,598	140,811	157,670	212,275	166,218	169,253	226,397
Street trees	251,257	229,860	227,917	242,124	266,270	262,340	266,534	271,733	277,059
Traffic controls	323,555	236,791	448,675	690,746	1,006,609	313,829	480,107	779,735	493,038
Snow and ice removal	208,915	241,982	292,039	209,100	301,800	309,660	316,094	322,374	328,021
Administrative	17,867	18,639	18,218	18,998	20,510	20,921	21,339	21,766	22,201
Capital outlay - Engineering and construction of roads and bridges	<u>1,772,358</u>	<u>1,040,576</u>	<u>2,845,005</u>	<u>810,999</u>	<u>5,751,613</u>	<u>1,810,795</u>	<u>4,641,911</u>	<u>2,212,089</u>	<u>2,315,333</u>
Total expenditures	<u>3,038,653</u>	<u>2,184,788</u>	<u>4,372,842</u>	<u>2,560,707</u>	<u>7,976,961</u>	<u>3,366,463</u>	<u>6,283,208</u>	<u>4,124,457</u>	<u>4,065,665</u>
Excess of Revenue (Under) Over Expenditures	(366,837)	469,395	(538,881)	1,803,652	(2,589,654)	1,320,200	(1,005,134)	128,098	260,128
Fund Balance - Beginning of year	<u>2,169,234</u>	<u>1,802,397</u>	<u>2,271,792</u>	<u>1,732,911</u>	<u>3,536,563</u>	<u>946,909</u>	<u>2,267,109</u>	<u>1,261,975</u>	<u>1,390,073</u>
Fund Balance - End of year	<u>\$ 1,802,397</u>	<u>\$ 2,271,792</u>	<u>\$ 1,732,911</u>	<u>\$ 3,536,563</u>	<u>\$ 946,909</u>	<u>\$ 2,267,109</u>	<u>\$ 1,261,975</u>	<u>\$ 1,390,073</u>	<u>\$ 1,650,201</u>

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan
Local Streets Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
Revenue									
State grants and distributions	\$ 583,937	\$ 442,394	\$ 530,118	\$ 565,229	\$ 643,010	\$ 670,450	\$ 683,860	\$ 697,540	\$ 711,490
Special assessment collections	49,368	388,717	377,059	401,794	390,120	43,033	623,866	105,996	403,496
Local sources	-	-	30,598	-	-	-	-	-	-
Interest and rent	19,618	6,375	24,255	59,658	26,263	28,428	64,737	47,920	40,903
Other	8,737	13,224	4,878	2,942	5,000	10,000	10,000	10,000	10,000
Transfers from General Fund	<u>2,250,000</u>	<u>2,650,000</u>	<u>2,200,000</u>	<u>2,500,000</u>	<u>2,500,000</u>	<u>4,500,000</u>	<u>3,000,000</u>	<u>3,000,000</u>	<u>3,000,000</u>
Total revenue	2,911,660	3,500,710	3,166,908	3,529,623	3,564,393	5,251,911	4,382,463	3,861,456	4,165,889
Expenditures									
Maintenance of streets and bridges	387,998	520,670	815,167	1,119,883	1,184,943	654,747	1,030,740	682,819	1,059,501
Street cleaning	207,996	145,299	224,461	169,146	176,190	259,219	185,714	188,501	277,206
Street trees	503,186	515,499	499,951	514,400	526,790	526,848	537,312	547,917	558,746
Traffic controls	62,988	66,052	62,265	67,729	70,790	72,205	73,650	75,123	76,625
Snow and ice removal	124,783	136,990	149,507	141,840	165,030	169,980	172,934	176,722	179,806
Administrative	25,177	26,319	25,618	26,748	28,980	29,560	30,151	30,755	31,370
Capital outlay - Engineering and construction of roads and bridges	<u>2,052,570</u>	<u>2,325,620</u>	<u>873,577</u>	<u>1,819,576</u>	<u>2,265,795</u>	<u>3,647,975</u>	<u>1,779,235</u>	<u>1,710,520</u>	<u>1,611,830</u>
Total expenditures	3,364,698	3,736,449	2,650,546	3,859,322	4,418,518	5,360,534	3,809,736	3,412,357	3,795,084
Excess of Revenue (Under) Over Expenditures	(453,038)	(235,739)	516,362	(329,699)	(854,125)	(108,623)	572,727	449,099	370,805
Fund Balance - Beginning of year	2,096,448	1,643,410	1,407,671	1,924,033	1,594,334	740,209	631,586	1,204,313	1,653,412
Fund Balance - End of year	<u>\$ 1,643,410</u>	<u>\$ 1,407,671</u>	<u>\$ 1,924,033</u>	<u>\$ 1,594,334</u>	<u>\$ 740,209</u>	<u>\$ 631,586</u>	<u>\$ 1,204,313</u>	<u>\$ 1,653,412</u>	<u>\$ 2,024,217</u>

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham, Michigan
Five-year Financial Forecast

Water and Sewer Funds Assumptions

This forecast analyzes the actual results from 2015-2016 through 2018-2019 and the City's adopted budget for 2019-2020 with inflationary increases for the years 2020-2021 through 2023-2024. Water volumes are based on a five-year running average. Exceptions to this method are noted below:

Water Fund

Water Purchase Cost

The forecast assumes a 4 percent increase in the cost of water for the years 2020-2021 through 2023-2024. Water volumes are projected to remain relatively constant.

Capital Outlay

The forecast is based on estimates prepared by the city engineer for the years 2020-2021 through 2023-2024. These improvements will be made in conjunction with road improvements and will be partially funded by \$1,000,000 in property taxes from 2019-2020 through 2023-2024. Included in capital outlay is an annual amount of \$500,000 for removal of lead service lines starting in 2020-2021.

Interest Income

The forecast assumes investment returns of 2.00 percent for 2019-2020, with slow improvement to 2.75 percent for 2023-2024.

Property Taxes

Property tax revenue is distributed to the Water Fund for capital improvements associated with road projects.

Transfers from Other Funds

Amounts represent transfers for costs associated with the OPEB liability as a result of Governmental Accounting Standards Board (GASB) 75.

Sewer Fund

Sewage Disposal Cost

The forecast assumes a 4 percent increase in the sanitary sewage disposal costs for the Evergreen-Farmington and George W. Kuhn Sewage Disposal districts.

Stormwater Disposal Costs

The forecast assumes a 3-4 percent increase in stormwater disposal costs for the Evergreen-Farmington and George W. Kuhn Sewage Disposal districts.

City of Birmingham, Michigan
Five-year Financial Forecast

Capital Outlay

The forecast uses estimates prepared by the city engineer for the years 2020-2021 through 2023-2024. These improvements will be made in conjunction with road improvements and will be funded by the reserves of the system.

Interest Income

The forecast assumes investment returns of 2.00 percent for 2019-2020, with slow improvement to 2.75 percent for 2023-2024.

Debt Service Payments

Debt service payments are based on current debt schedules for 2020-2021 through 2023-2024.

Property Taxes

Property tax revenue is distributed to the Sewer Fund for sewer-related debt payments.

Transfers from Other Funds

The transfer from the General Fund made in 2018-2019 represents a reimbursement of settlement costs associated with the Wolf vs. City of Birmingham lawsuit.

City of Birmingham, Michigan
Water Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Key Operating Data									
Water sold	812,470	856,232	854,625	797,789	828,300	821,400	821,400	821,400	821,400
Water purchased	905,577	926,688	922,317	853,607	895,500	888,000	888,000	888,000	888,000
Average unit cost of water purchased	\$ 1.75	\$ 2.23	\$ 2.26	\$ 2.33	\$ 2.36	\$ 2.45	\$ 2.55	\$ 2.64	\$ 2.74
Cost of Services									
Cost of water	1,586,540	2,064,386	2,085,955	1,986,553	2,114,470	2,178,768	2,261,323	2,347,567	2,436,302
Depreciation	768,351	782,677	811,724	835,681	898,800	1,023,300	1,076,625	1,115,750	1,152,250
Operation and maintenance	1,429,517	1,386,935	1,396,228	1,188,185	1,499,570	1,550,701	1,572,484	1,598,393	1,626,315
General and administrative	214,353	190,325	198,279	206,343	215,180	217,290	221,636	226,069	230,590
Capital outlay	1,852,457	395,014	1,146,412	1,487,626	2,015,000	2,965,000	2,125,000	1,565,000	1,460,000
Total cost of services	5,851,218	4,819,337	5,638,598	5,704,388	6,743,020	7,935,059	7,257,068	6,852,779	6,905,457
Other Income									
Interest	150	1,664	15,103	110,471	77,330	51,700	40,930	51,758	74,025
Property taxes	(9)	749,579	747,633	752,306	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Flat rate meter charge and other	793,162	748,051	828,596	703,394	739,500	719,500	726,300	728,154	730,064
Transfer from other funds	750,000	-	500,000	-	-	-	-	-	-
Total other income	1,543,303	1,499,294	2,091,332	1,566,171	1,816,830	1,771,200	1,767,230	1,779,912	1,804,089
Less Capital Outlay Not Included in Net Cost of Services					(892,370)	(1,965,000)	(1,125,000)	(565,000)	(460,000)
Net Cost of Services	\$ 4,307,915	\$ 3,320,043	\$ 3,547,266	\$ 4,138,217	\$ 4,033,820	\$ 4,198,859	\$ 4,364,838	\$ 4,507,867	\$ 4,641,368
Average User Charge					\$ 4.87	\$ 5.11	\$ 5.31	\$ 5.49	\$ 5.65
Average Rate Increase						4.93%	3.91%	3.39%	2.91%

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

City of Birmingham
Sewer Fund Historic and Estimated Financial Operations

	Actual				Estimated Future Operations				
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Key Operating Data:									
Water sold	812,470	856,232	854,625	797,789	828,300	821,400	821,400	821,400	821,400
Water purchased	905,577	926,688	922,317	853,607	895,500	888,000	888,000	888,000	888,000
Average unit cost of sewage disposal	\$ 3.52	\$ 3.55	\$ 3.97	\$ 4.33	\$ 4.32	\$ 4.53	\$ 4.70	\$ 4.88	\$ 5.06
Cost of Services									
Sanitary sewage disposal costs	3,190,852	3,292,146	3,661,070	3,692,752	3,869,270	4,018,710	4,171,456	4,330,027	4,494,650
Storm water costs	2,383,232	2,413,872	2,432,785	2,522,409	2,599,450	2,688,141	2,753,063	2,828,445	2,906,089
Depreciation and amortization ⁽¹⁾	842,433	881,897	931,702	988,253	1,063,600	1,092,350	1,120,350	1,145,350	1,171,350
Debt service - Including principal	3,221,345	2,815,923	1,575,184	1,623,283	1,691,790	1,694,378	397,670	318,121	315,228
Operation and maintenance	645,500	586,150	642,294	1,049,272	733,840	746,609	757,039	767,054	777,207
General and administrative	205,860	1,055,860	222,344	232,159	247,420	252,369	257,416	262,564	267,816
Capital outlay	1,498,017	1,042,866	2,857,652	2,138,217	2,625,000	1,150,000	1,120,000	1,000,000	1,040,000
Total cost of services	11,987,239	12,088,714	12,323,031	12,246,345	12,830,370	11,642,557	10,576,994	10,651,561	10,972,340
Other Income									
Interest	34,739	10,063	30,928	127,705	68,630	37,493	57,285	82,972	114,323
Property taxes	3,209,493	2,828,930	1,586,383	1,634,384	1,691,780	1,694,378	397,670	318,121	315,228
Storm water charge ⁽²⁾	-	-	1,675,229	2,540,512	2,599,450	2,688,141	2,753,063	2,828,445	2,906,089
State grant	-	-	-	777,507	-	-	-	-	-
Other	80,706	78,243	74,106	77,618	70,000	70,000	70,000	70,000	70,000
Transfers from other funds	-	-	-	775,000	-	-	-	-	-
Total other income	3,324,938	2,917,236	3,366,646	5,932,726	4,429,860	4,490,012	3,278,018	3,299,538	3,405,640
Less Capital Outlay Not Included in Net Cost of Services					(1,925,000)	(450,000)	(420,000)	(300,000)	(340,000)
Net Cost of Services	\$ 8,662,301	\$ 9,171,478	\$ 8,956,385	\$ 6,313,619	\$ 6,475,510	\$ 6,702,545	\$ 6,878,976	\$ 7,052,023	\$ 7,226,700
Average User Charge					\$ 7.82	\$ 8.16	\$ 8.37	\$ 8.59	\$ 8.80
Average Rate Increase/Decrease ⁽²⁾						4.35%	2.57%	2.63%	2.44%

⁽¹⁾ Does not include depreciation on joint projects (i.e., CSO facilities, North Arm Drain, and GWK Drain).

⁽²⁾ Starting in January 2017, stormwater disposal charges will be billed separately from sanitary sewage disposal. The stormwater fee will be based on each property's estimated contribution to stormwater costs.

See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

Appendix A

Part 1 - History of Actual Property Tax Levies:

	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>
History of Form L-4025, Assessor's Report of Taxable Values:	\$ 1,895,084,170	\$ 2,001,037,050	\$ 2,110,188,780	\$ 2,220,344,410	\$ 2,359,367,180
New property additions	55,400,552	84,086,384	71,343,980	65,325,894	63,952,635
Property losses	(10,951,259)	(17,980,114)	(13,236,860)	(14,272,588)	(12,843,924)
Increases in existing property TV (imputed; includes both uncapping and Headlee inflation increases)	61,503,587	43,045,460	52,048,510	87,969,464	91,090,619
Current year taxable value	<u>\$ 2,001,037,050</u>	<u>\$ 2,110,188,780</u>	<u>\$ 2,220,344,410</u>	<u>\$ 2,359,367,180</u>	<u>\$ 2,501,566,510</u>
Headlee inflation rate	1.60%	0.30%	0.90%	2.10%	2.40%
Actual increase on existing properties	1.65%	1.85%	1.57%	1.88%	1.47%
Total change in taxable value	5.59%	5.45%	5.22%	6.26%	6.03%
Headlee reduction fraction	0.9839	0.9817	0.9846	0.9818	0.9857

Part 2 - Projection of Future Property Taxes:

	<u>2019-2020</u>	<u>2020-2021</u>	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>
Fiscal year ended June 30,					
Assumed rate of:					
New property additions	2.71%	2.00%	1.85%	1.85%	1.85%
Property losses	0.54%	0.50%	0.45%	0.45%	0.45%
Headlee inflation rate multiplier	2.40%	1.90%	2.00%	2.00%	2.00%
Projected actual change in TV of existing property	1.47%	1.11%	0.61%	0.11%	0.11%
Total change in taxable value	6.03%	4.50%	4.00%	3.50%	3.50%
Projected taxable value:					
Beginning value	\$ 2,359,367,180	\$ 2,501,566,510	\$ 2,614,149,510	\$ 2,718,741,632	\$ 2,813,924,777
New property additions	63,952,635	50,031,330	48,361,766	50,296,720	52,057,608
Property losses	(12,843,924)	(12,507,833)	(11,763,673)	(12,234,337)	(12,662,661)
Market value adjustments	91,090,619	75,059,503	67,994,029	57,120,762	59,120,560
Taxable value	<u>\$ 2,501,566,510</u>	<u>\$ 2,614,149,510</u>	<u>\$ 2,718,741,632</u>	<u>\$ 2,813,924,777</u>	<u>\$ 2,912,440,284</u>
Headlee rollback factor	0.9857	0.9892	0.9940	0.9989	0.9989
Less tax incremental taxable value	\$ 11,615,503	\$ 14,232,850	\$ 16,179,600	\$ 21,489,690	\$ 21,919,490

Part 3 - Millage Rates:

Operating - General Fund	8.0706	7.6540	8.1548	8.6228	8.6939
Road - General Fund	2.4132	2.8847	2.4051	1.9696	1.9028
Subtotal General Fund	10.4838	10.5387	10.5599	10.5924	10.5967
George W. Kuhn Drain	0.1601	0.1529	0.1471	0.1139	0.1091
North Arm Drain	0.0745	0.0695	0.0000	0.0000	0.0000
Water Fund	0.4022	0.3846	0.3700	0.3581	0.3460
Subtotal City Operating Levy	11.1206	11.1457	11.0770	11.0644	11.0518
Library Tax	1.3714	1.3567	1.1000	1.1000	1.1000
Refuse	0.7803	0.7769	0.7770	0.7807	0.7819
Debt	1.0861	1.0173	0.5422	0.5005	0.5285
Total millage rate	<u>14.3584</u>	<u>14.2966</u>	<u>13.4962</u>	<u>13.4456</u>	<u>13.4622</u>

Part 4 - Amount of Property Tax Levy:

Operating - General Fund	\$ 20,095,400	\$ 19,899,760	\$ 22,038,850	\$ 24,078,610	\$ 25,129,900
Road - General Fund	6,000,000	7,500,000	6,500,000	5,500,000	5,500,000
Subtotal General Fund	26,095,400	27,399,760	28,538,850	29,578,610	30,629,900
George W. Kuhn Drain	398,070	397,610	397,670	318,121	315,228
North Arm Drain	185,320	180,718	-	-	-
Water Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Subtotal City Operating Levy	27,678,790	28,978,088	29,936,520	30,896,731	31,945,128
Library Tax	3,414,715	3,527,307	2,972,818	3,071,679	3,179,573
Refuse	1,940,000	2,020,000	2,100,000	2,180,000	2,260,000
Debt	2,717,900	2,664,500	1,476,800	1,411,000	1,542,050
Total Property Taxes Levied	<u>\$ 35,751,405</u>	<u>\$ 37,189,895</u>	<u>\$ 36,486,138</u>	<u>\$ 37,559,410</u>	<u>\$ 38,926,751</u>

See accompanying summaries of significant assumptions and accounting policies and accountant's report.

PROPERTY TAX ASSUMPTIONS

Appendix B illustrates the process used to estimate the property tax revenue.

Part 1 includes the last five years of actual data from the Assessor's Report of Taxable Values (Form L-4025). Parts 2 through 4 represent the projection of future property tax values, millage rates, and dollars levied. The 2019 tax billing is already final (billed on July 1, 2019); key assumptions for 2020-2021 through 2023-2024 on a line-by-line basis are as follows:

- a. New property additions are assumed to range between 1.85 percent and 2 percent, and losses are assumed to be 0.45 percent and 0.5 percent (the five-year historical average is 3.1 percent in additions and 0.6 percent in losses).
- b. The projected actual change in taxable values of existing properties is expected to be negatively impacted in the future by a recession and a slow-down in the local real estate market. Note that this index represents the net change in valuation for all properties that existed in the previous year; therefore, it includes three components: (1) inflationary adjustments (as indicated by the Headlee inflation rate multiplier), (2) uncapping of properties that are transferred or sold, and (3) any reductions in market value that cause SEV (50 percent of market value) to go lower than the TV. While market value increases are expected to continue, the impact on taxable value is limited because of Proposal A. As a result, this forecast has assumed that adjustments to the taxable value of existing properties for the years 2020-2021 through 2023-2024 will be a positive 1.11 percent, slowing down to 0.11 percent because of tax appeals as the market value of real estate decreases. The annual change in taxable value for the years 2020-2021 through 2023-2024 is projected to be 4.5 percent in 2020-2021, with smaller increases in subsequent years of 4 percent in 2021-2022 and 3.5 percent from 2022-2023 through 2023-2024.
- c. The Headlee inflation rate multipliers for years 2019 and 2020 have already been set by the State at 2.40 percent and 1.90 percent, respectively. This projection assumes future inflation rates of 2.0 percent for 2021-2022, 2022-2023, and 2023-2024.
- d. Taxable values are then calculated based on the above three factors.
- e. Millage rates are set as required to achieve the amount of property tax levy required in Part 4. Specifically:
 1. The millage rate for the City's operating levy is assumed to decrease annually in order to maintain a 0.3 mill difference between the Headlee maximum and the operating levy.
 2. The millage rate for the refuse levy is expected to increase over the years beginning in fiscal year 2021-2022 through 2023-2024.
 3. The debt millage rate is expected to decrease due to the increase in taxable value growth and maturity of debt in 2021-2022.
 4. The millage rates for the George W. Kuhn levy, the North Arm Drain levy, and the debt levy were provided by the finance department and are established at the amount necessary to fund debt service.

See accompanying summaries of significant assumptions and accounting policies and accountant's report.

- 5. The library tax levy for the 2020 tax year is at the 1.3714 estimated maximum rate for 2020-2021 and decreases back to 1.1000 in the 2021-2022 through 2023-2024 forecasted years.
- 6. Beginning in 2015-2016 through 2023-2024, a Water Fund millage rate was established to finance capital improvements.
- f. Property tax millage rates are limited by city charter and the Headlee Amendment as follows:

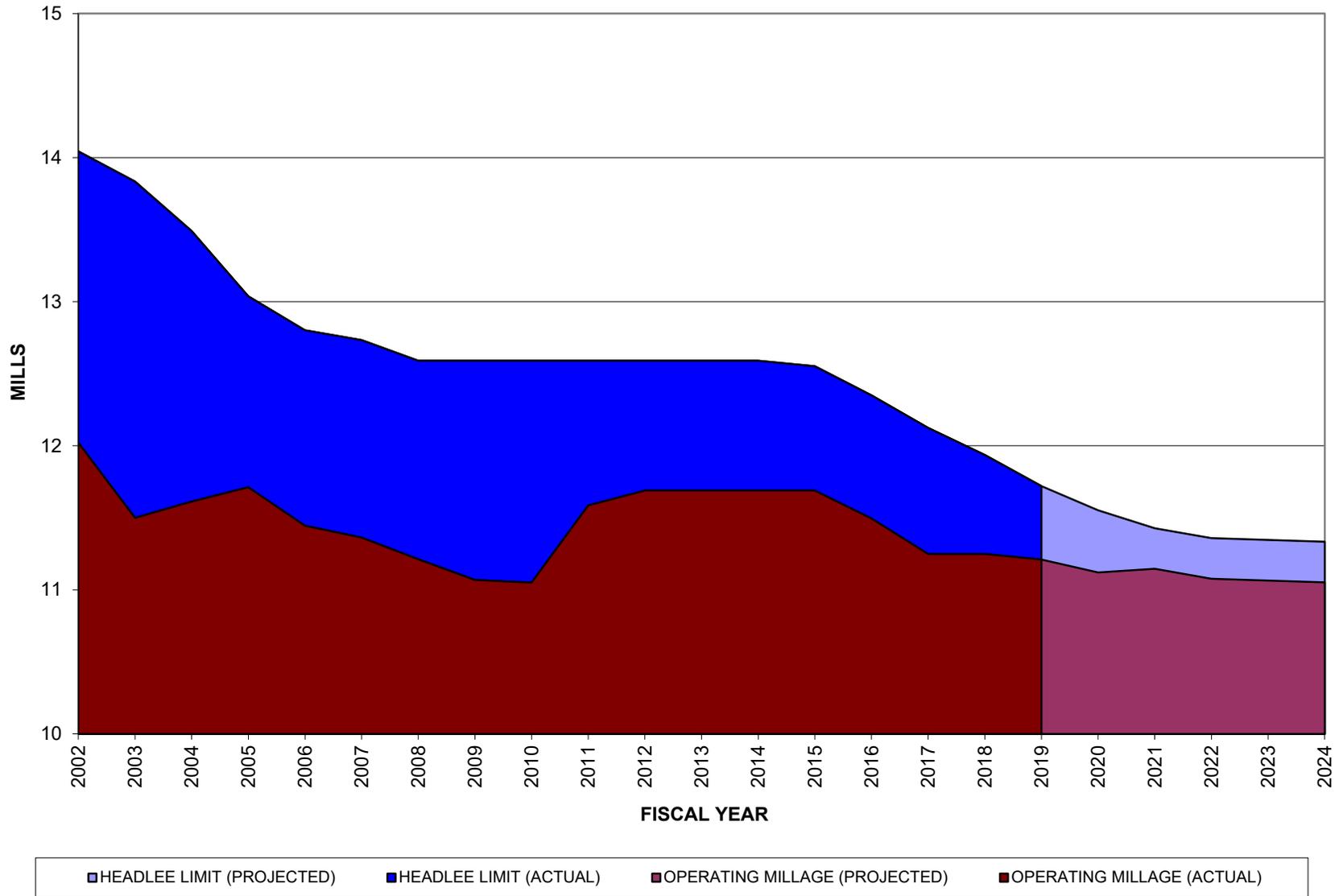
As of Fiscal Year 2019-2020

Tax Levy	City Charter Limit	Headlee Amendment Limit
City Operating Levy	20.0000	11.5707
Library	1.7500	1.3714
Refuse	3.0000	1.7352

All tax levies under this forecast are projected to be at or under the Headlee limit in the future.

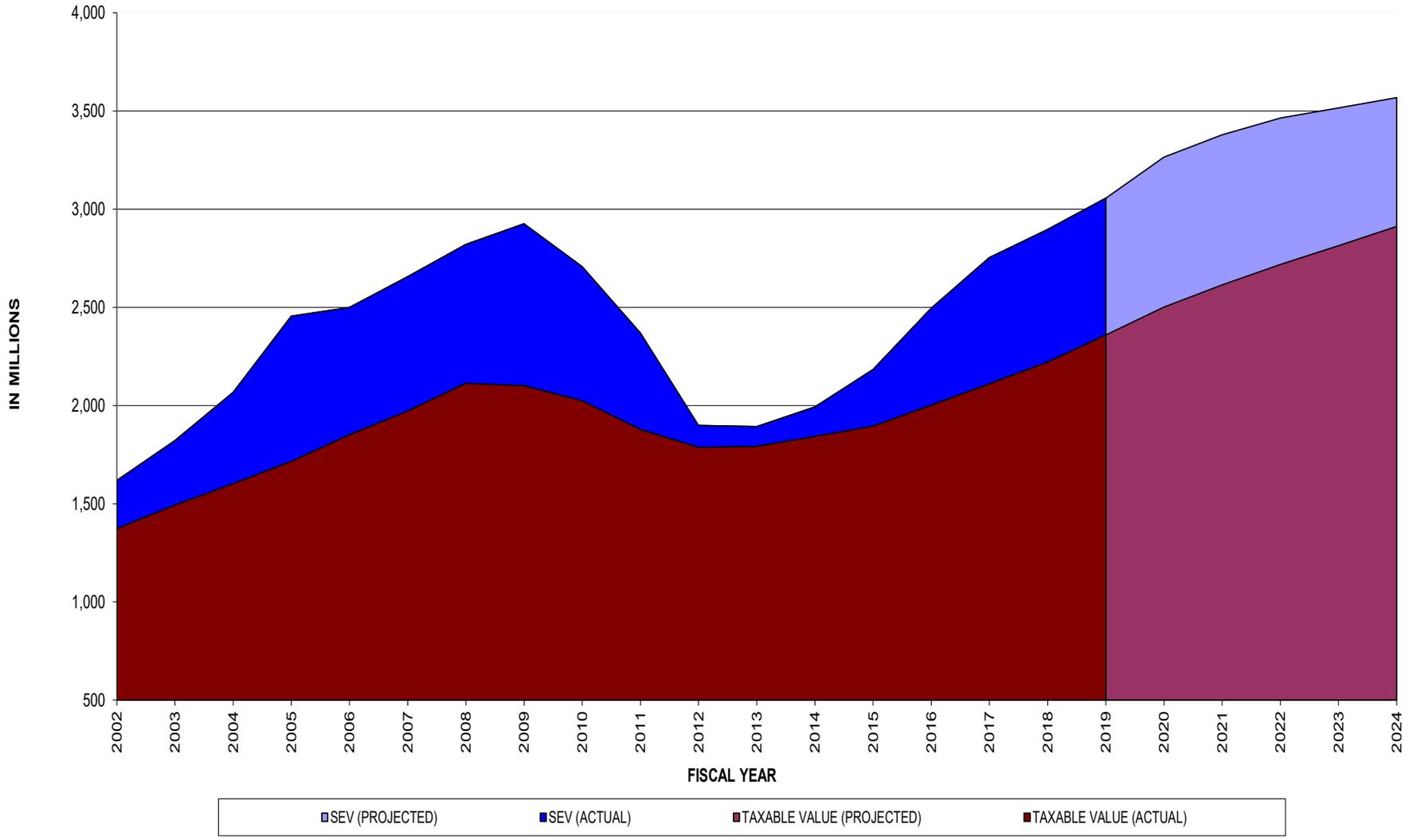
- g. The City considered the effects of tax incremental financing on property tax revenue in the forecast. The City uses tax incremental financing as a tool to encourage redevelopment of properties that would otherwise likely not be redeveloped. Tax incremental financing is primarily used to reimburse developers who have removed environmental contamination from their properties in the course of redevelopment.

HEADLEE LIMIT VS. OPERATING MILLAGE



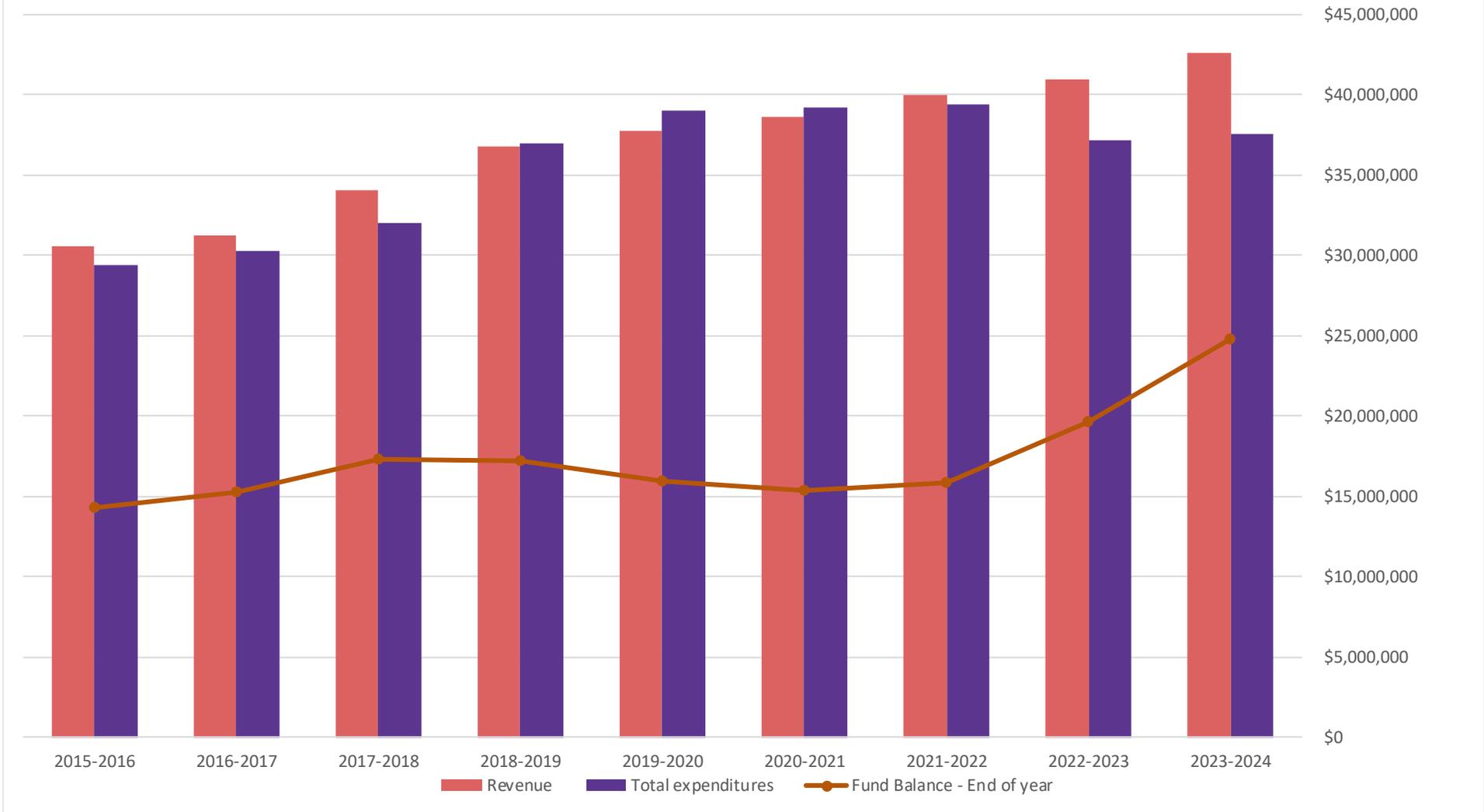
See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

SEV VS. TAXABLE VALUE

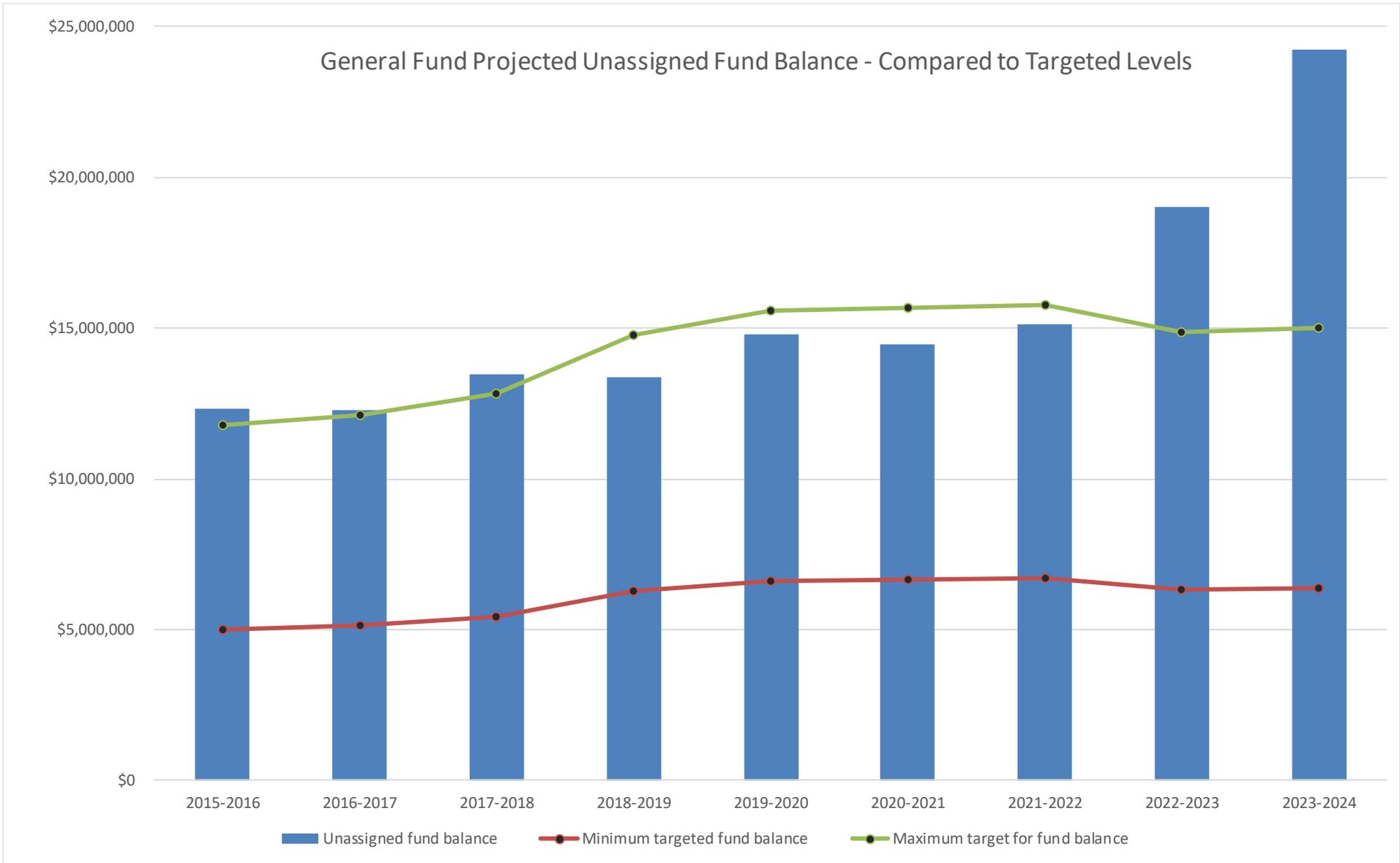


See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

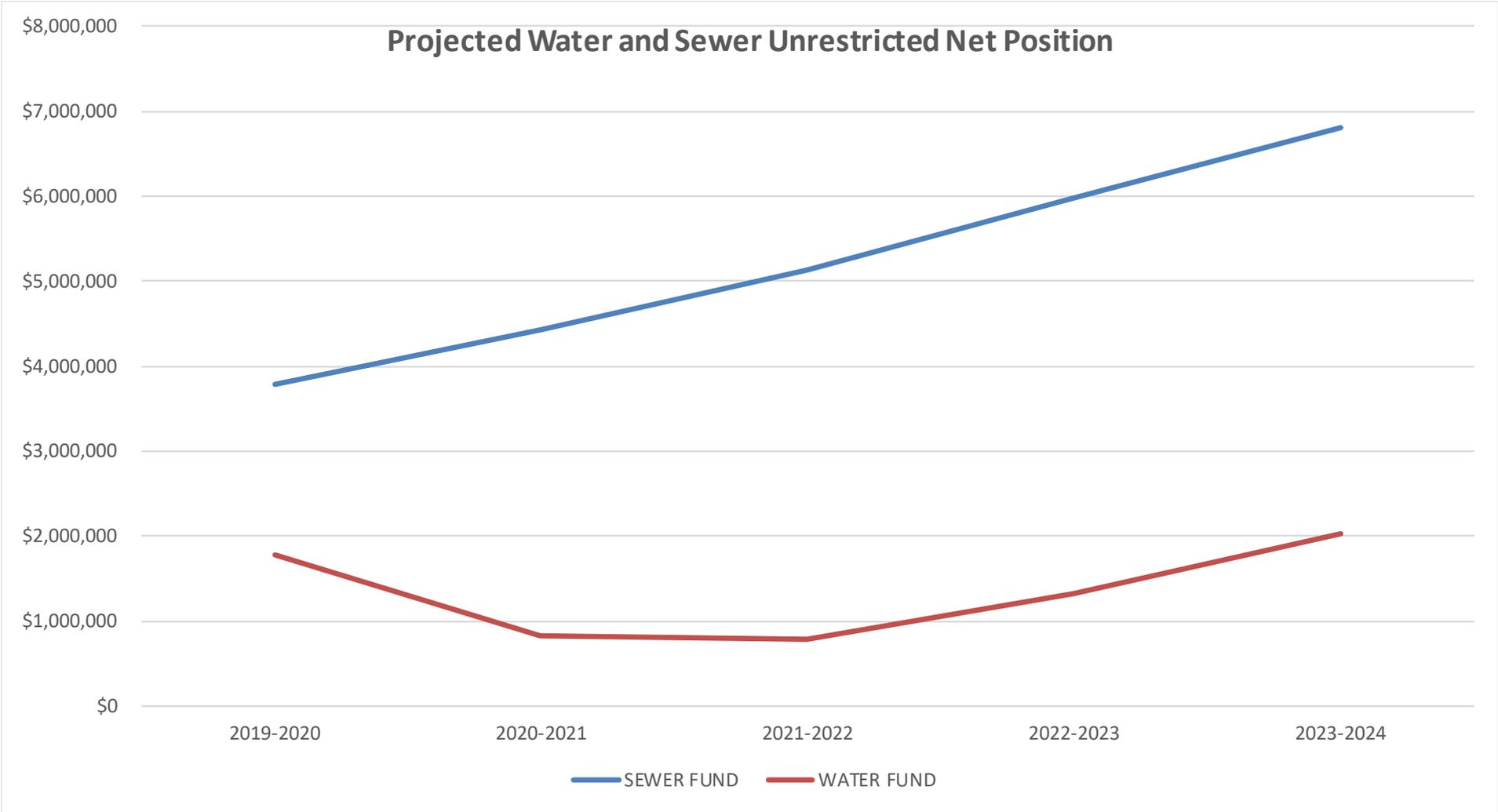
General Fund - Fund Balance



See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

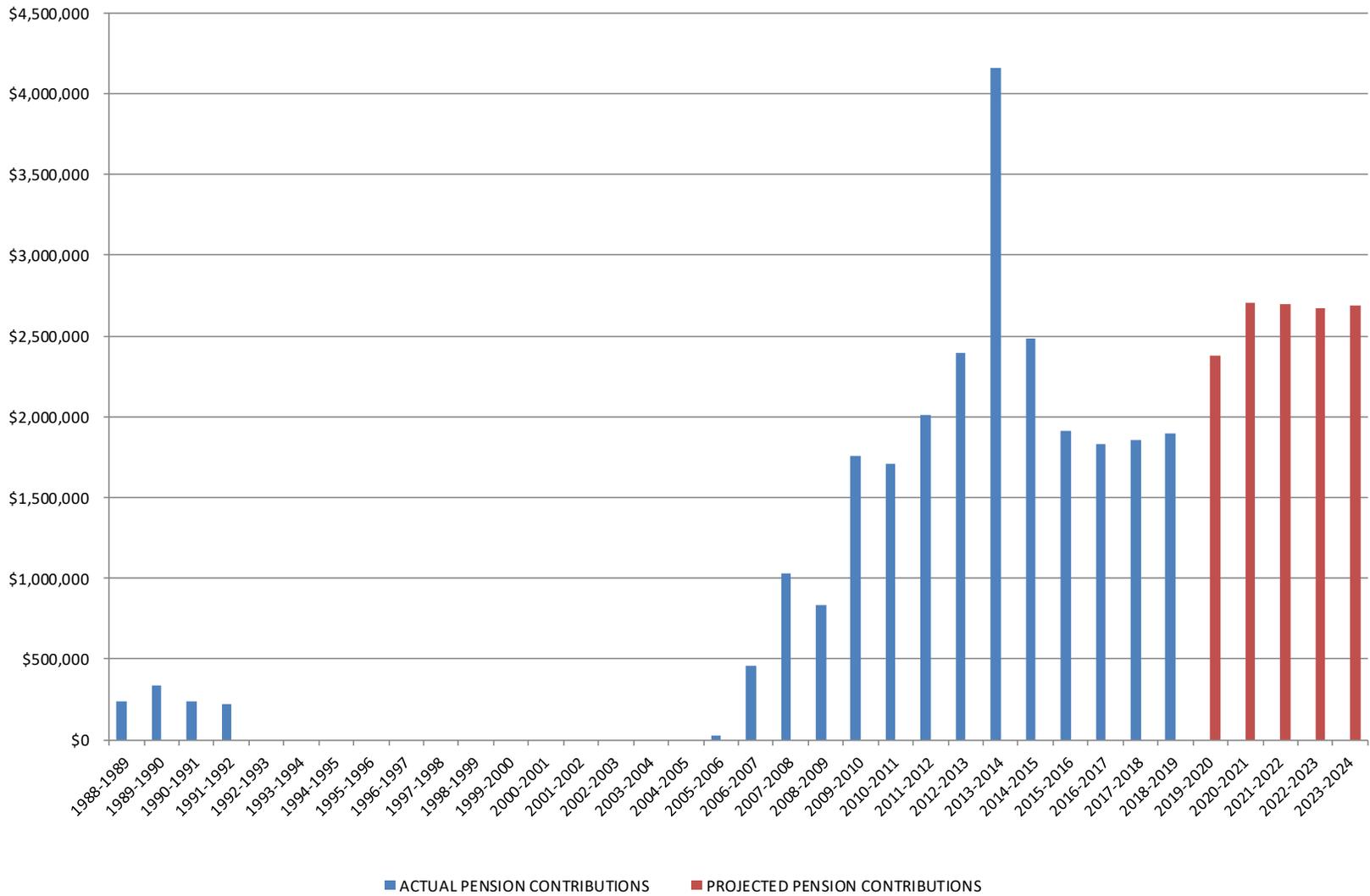


See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.



See accompanying summaries of significant assumptions and accounting policies and independent accountant's report.

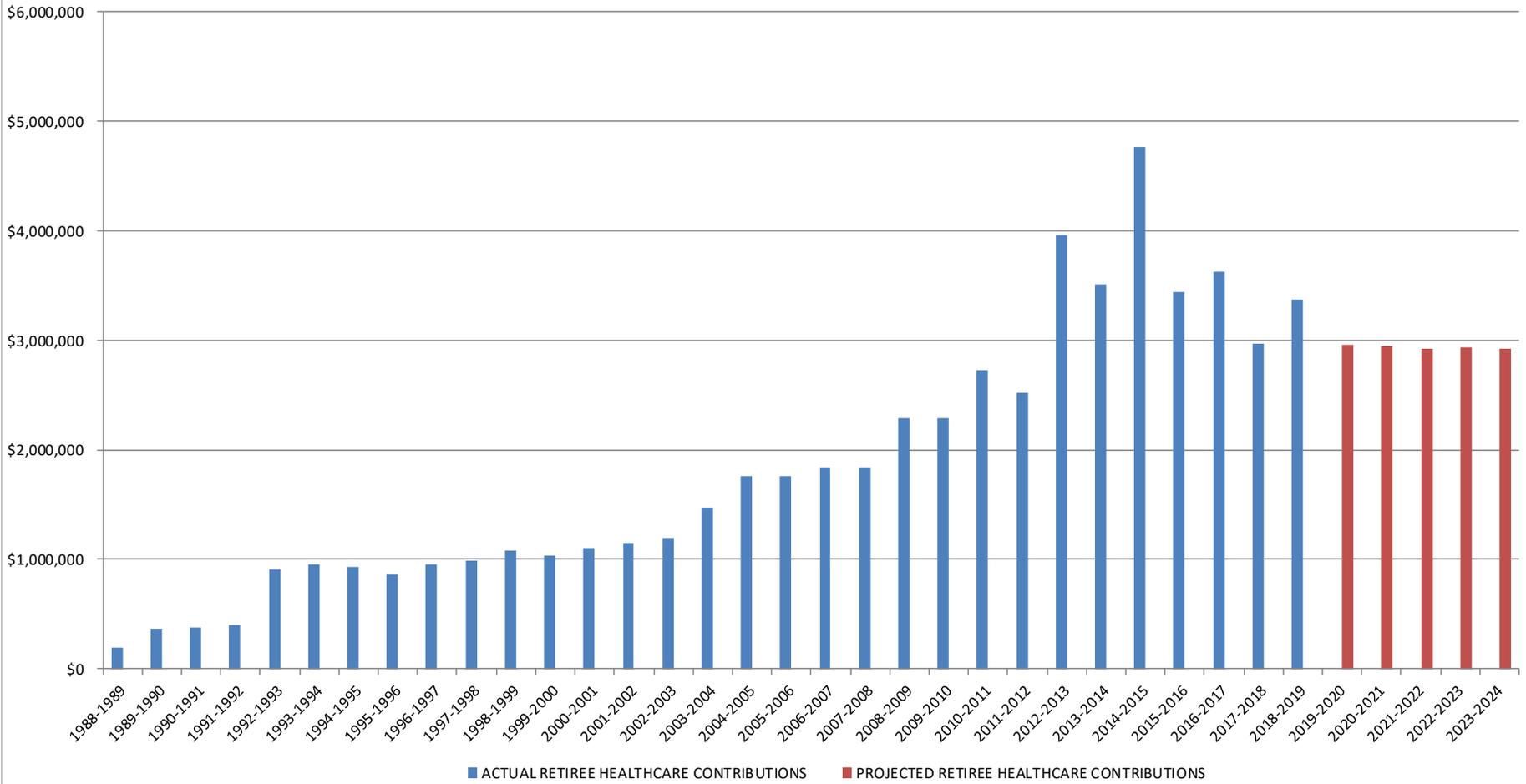
CITY PENSION CONTRIBUTIONS
FISCAL YEARS 1989-2019 (actual) AND 2020-2024 (projected)



Fiscal Year 2013-2014 included an extra \$1,294,000 contribution.

CITY RETIREE HEALTHCARE CONTRIBUTIONS

FISCAL YEARS 1989-2019 (actual) AND 2020-2024 (projected)



CITY MADE ADDITIONAL CONTRIBUTIONS OF \$450,000 IN 2009, \$300,000 IN 2010, \$1,000,000 IN 2013, AND \$443,000 IN 2019.
 Fiscal Years 2019-2020 THROUGH 2023-2024 INCLUDE APPROXIMATELY \$1,000,000 IN CONTRIBUTIONS IN EXCESS OF ACTUARIAL REQUIREMENTS.

Parks and Recreation Improvement Funding Update

Long Range Planning Session

January 25, 2020



History

- **June 4, 2018 City Commission Meeting:**

Resolution: To direct the Parks and Recreation Board to review the 2018 Parks and Recreation Master Plan's 5 year Capital Improvement Plan and work with staff to identify facility needs related to the Parks and Recreation operation through a public engagement process to identify a priority list of projects and associated amounts to be considered for a potential parks bond to be implemented over the next 3 to 5 years, and further, to return to the City Commission with a recommendation for consideration.

History

- Parks and Recreation Master Plan Sub-committee
 - Met regularly to focus on this task and report monthly to the Parks and Recreation Board
 - Reviewed Capital Improvement items listed in the 2018 Parks and Recreation Master Plan
 - Examined the public engagement results from the 2018 Parks and Recreation Master Plan
 - Evaluated Parks and Facility Needs
 - Identified 10 categories of potential Park Improvement projects from the 2018 Parks and Recreation Master Plan, and associated estimated costs

History

- Parks and Recreation Master Plan Sub-committee

Public Engagement:

- February 5, 2019- Public Input Session “Pick Your Park Passion”
- Online Poll/Survey 1/25/19-2/11/19
- Parks & Recreation Board Meetings
- Determined support for all 10 categories

History

- Parks and Recreation Master Plan Sub-committee
 - Recommended Parks & Recreation Bond Priority List to Parks and Recreation Board in April/May of 2019 for potential parks bond.
 - November 2019 – Parks and Recreation Board makes the following Resolution:
 - To recommend to the City Commission the Parks & Recreation Bond Priority List dated 10/23/2019 in the amount of \$12,195,000 (2 Phases) for a potential Parks and Recreation Bond Opportunity.

Why 2 Phases?

- Significant dollar amount of \$12,195,000
- Too many projects to accomplish in a 3 to 5 year period (required by Bond)
- 1st Bond Issue and 2nd Bond Issue
- Need to spend money within 3 years
- Recommended from Parks and Recreation Board
- Phasing based on project readiness, necessity or need, poll results, Master Plan project list, community priority, facility condition, facility age, accessibility and staff recommendations

Parks & Recreation Bond Priority List

PHASE 1:

- Ice Arena: \$5.1 Million

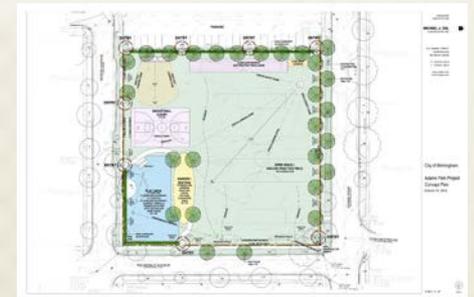
New refrigeration system needed

Locker room expansion/facility upgrades



- Adams Park Development: \$ 700,000

Implementation of Park Concept Plan



- Booth Park Phase III-Corner Feature: \$300,000

Entry Plaza with gardens and seating



Parks & Recreation Bond Priority List

PHASE 1:

- City-wide Playground Improvements: New Playgrounds with considerations for accessibility and inclusive play

Springdale Playground: \$350,000

Crestview Playground: \$250,000

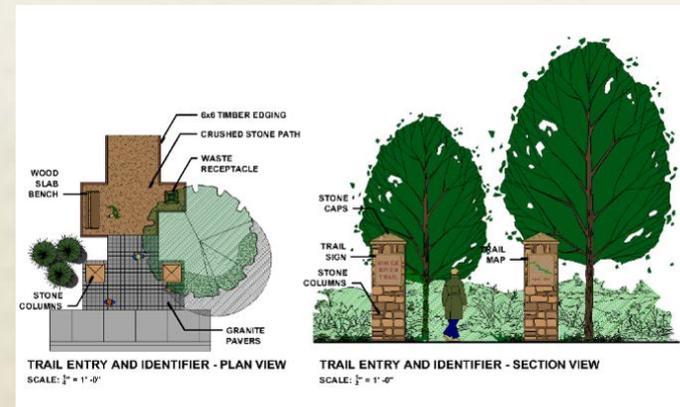
Howarth Playground: \$150,000



Parks & Recreation Bond Priority List

PHASE 1:

- New Pickleball Court: \$150,000
Location TBD
- Rouge River Trail Corridor: \$300,000
New trail entry/plazas
Accessible material upgrades
Streambank preservation



TOTAL PHASE 1: \$7,300,000

Parks & Recreation Bond Priority List

PHASE 2:

- City-wide Playground Improvements: New Playgrounds with considerations for accessibility and inclusive play

Lincoln Well & Pumphouse Park Playgrounds \$350,000

Linden Park Playground: \$150,000

Pembroke Playground/Park Shelter: \$400,000

St. James Playground: \$300,000



Parks & Recreation Bond Priority List

PHASE 2:

- Splash Pad: \$500,000



- Poppleton Park: \$1,020,000
New Inclusive Playground Area
and drainage improvements



Parks & Recreation Bond Priority List

PHASE 2:

- Kenning Park: \$1,200,000
Inclusive Playground
Ballfield development
Walking paths

- Golf Courses: \$525,000
New irrigation



Parks & Recreation Bond Priority List

PHASE 2:

- **Rouge River Trail Corridor: \$450,000**
 - New trail entry plaza/ Trailheads
 - Signage/Connectivity
 - Connect Willits to Maple
 - New stone steps, accessible pathway to overlook, benches, retaining walls, plant material, stream bank stabilization for increased resiliency



TOTAL PHASE 2: \$4,895,000

Total Estimated Improvement Costs:

\$12,195,000

Potential Funding Sources:

- Grants
- Donations
- Public/Private Partnerships
- **Parks & Recreation Bonds**

Next Steps

- Get Bond Ready!

Then,

- Neighborhood/Public Input
- Concept Plan into Final Plan
- Designs/Plans/Specs
- Prepare Request for Proposals



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Birmingham Sports Ice Arena

Facilities Assessment Update 1-25-20



Facility Assessment Components:

- Site
- Building enclosure
- Interior
- Mechanical, electrical and plumbing systems (MEP)
- Ice plant equipment
- Technology
- Furniture and fixtures
- ADA
- Program needs



Birmingham Sports Ice Arena



- Built in 1973 for \$1.15M
- 47 years old
- 42,172 s.f.
- Single sheet of ice plus studio rink
- Part of 21.71 acre Kenning Park site

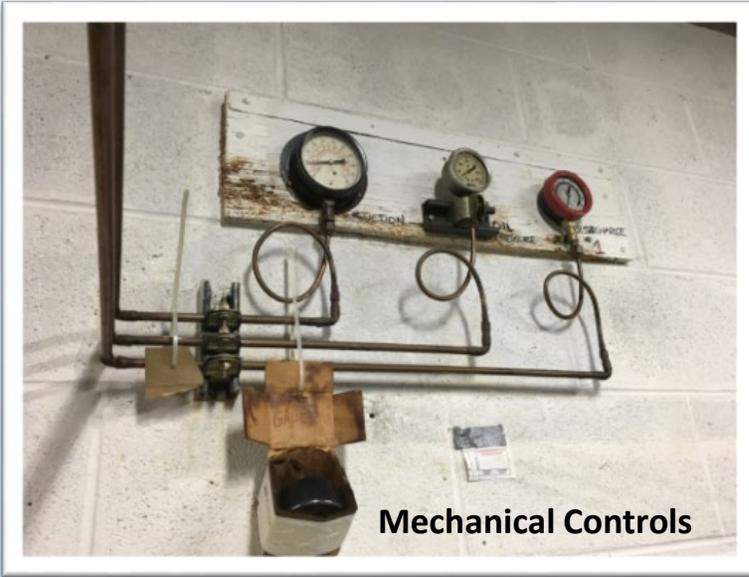


Birmingham Sports Ice Arena

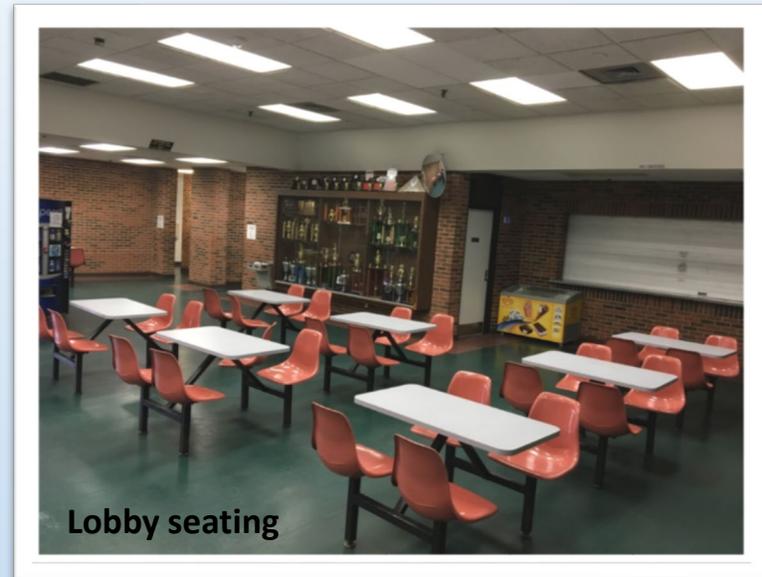
City of Birmingham Ice Sports Arena Mechanical Equipment 8/22/2018					
Equipment	Description/Type	Size	Location	Installed	Age (Yrs)
Compressor No. 1 (south)	Beltemp with Vilter VMC Level 1 compressor	100 HP, 90 tons	Mechanical Room	2006	12
Compressor No. 2 (north)	Beltemp with Vilter VMC Level 1 compressor	100 HP, 90 tons	Mechanical Room	2007	11
Suction Pump No. 1	Beldor Reliancecp Industrial Motor	15 HP	Mechanical Room	2007	11
Suction pump No. 2	Marathan Motor	15 HP	Mechanical Room	2006	12
Suction pump No. 3	Marathan Motor	15 HP	Mechanical Room	2005	13
Pneumatic Controls	Ametek		Mechanical Room	1973	45
Main & Studio Arena VTL Cooling Tower	Baltimore Aircoil Company	456 USGPM	Mechanical Room Roof	1990	28
Sump tank for Cooling Tower	Baltimore Aircoil Company	457 gallons	Mechanical Room	2008	10
Main Rink AC Unit No. 1 (SE)	Carrier	10,500 CFM	Main Rink Ceiling Hung	1973	45
Main Rink AC Unit No. 2 (NE)	Carrier	10,500 CFM	Main Rink Ceiling Hung	1973	45
Main Rink AC Unit No. 3 (SW)	Carrier	10,500 CFM	Main Rink Ceiling Hung	1973	45
Main Rink AC Unit No. 4 (NW)	Carrier	10,500 CFM	Main Rink Ceiling Hung	1973	45
Main Rink Heating Unit No. 1	Renzor gas fired unit	300,000 BTU	Main Rink Ceiling Hung	2004	14
Main Rink Heating Unit No. 2	Renzor gas fired unit	300,000 BTU	Main Rink Ceiling Hung	2004	14
Main Rink Heating Unit No. 3	Renzor gas fired unit	300,000 BTU	Main Rink Ceiling Hung	2004	14
Main Rink AC Compressor Unit 1 (SE)	Carrier		East exterior wall	1973	45
Main Rink AC Compressor Unit 2 (NE)	Carrier		East exterior wall	1973	45
Main Rink AC Compressor Unit 3 (SW)	Carrier		Flat roof area (near zamboni/locker rooms)	1973	45
Main Rink AC Compressor Unit 4 (NW)	Carrier		Flat roof area (near zamboni/locker rooms)	1973	45
Zamboni Room Heating Unit	Modine gas fired unit	40,000 BTU	Zamboni Room	2012	6
Locker Room Hot Water Tank	Lochinvar gas fired unit	100 gallons	Mechanical Room	2004	14
Zamboni Room Hot Water Tank	Lochinvar gas fired unit	100 gallons	Mechanical Room	2012	6
Conference Room Hot Water Tank	Lochinvar gas fired unit	19 gallons	Skate Room	1999	19
Concessions/Restroom Hot Water Tank	Lochinvar gas fired unit	50 gallons	Mechanical Room	2008	10
Roof top HVAC unit No. 1	Locker rooms	10 ton	Flat roof area	2009	9
Roof top HVAC unit No. 3	Carrier RTU servicing main office, ref room, conf. rm, pro shop and skate office	10 ton	Flat roof area	2008	10
Roof top HVAC unit No. 2	Lobby/restrooms	10 ton	Flat roof area	2009	9
Studio Rink HVAC 1	Modine gas fired unit	200,000 BTU	Studio Rink Ceiling Hung	2013	5
Studio Rink HVAC 2	Modine gas fired unit	200,000 BTU	Studio Rink Ceiling Hung	2013	5
Transformer		750 KVW	West exterior wall	1973	45
Fire alarm and strobes/annun. panel	Honeywell - Gamewell panel		Entire building	2009	9



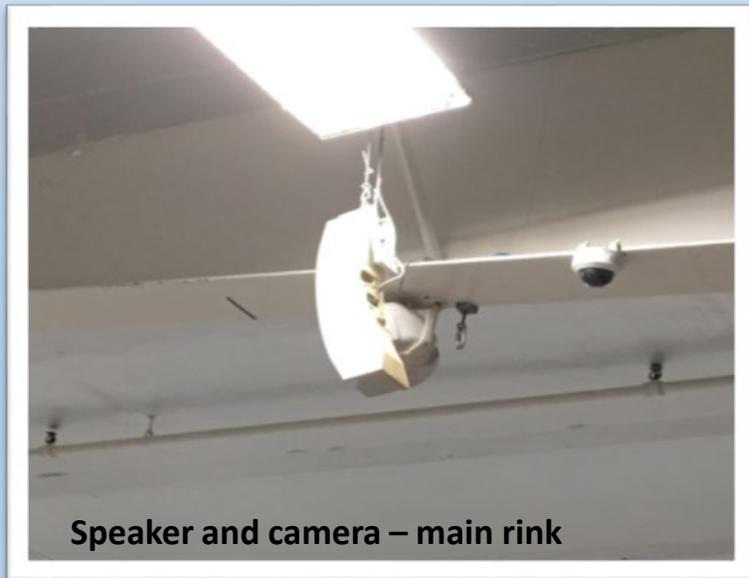
Birmingham Sports Ice Arena



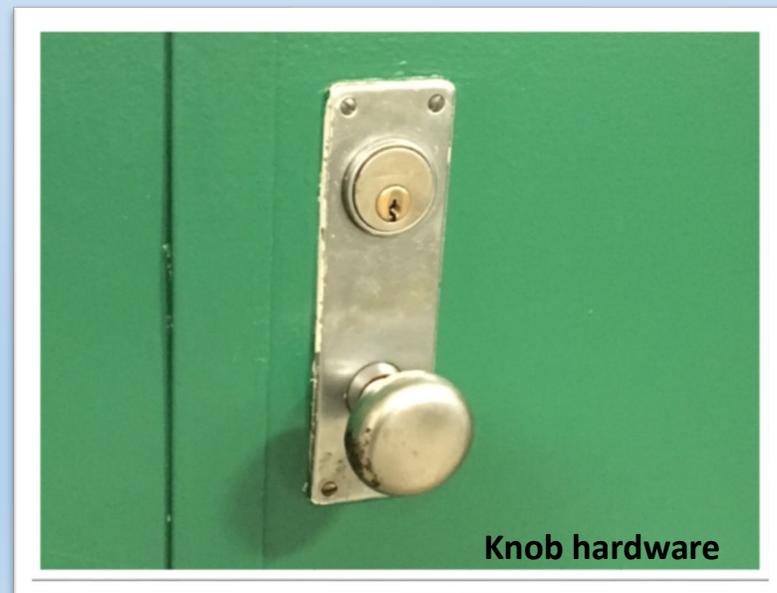
Mechanical Controls



Lobby seating



Speaker and camera – main rink



Knob hardware



Birmingham Sports Ice Arena





Birmingham Sports Ice Arena



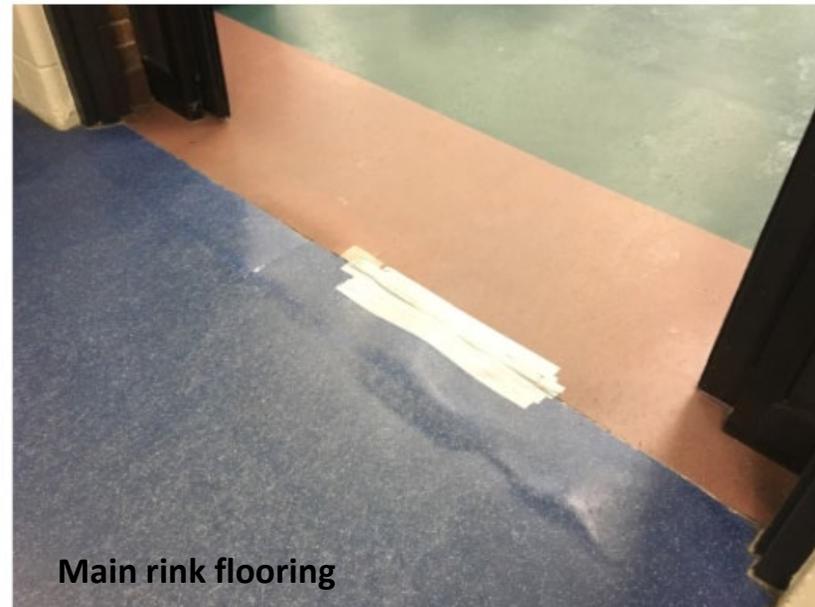
Metal roofs –2005



Main rink dehumidification



Lighting - fluorescent



Main rink flooring



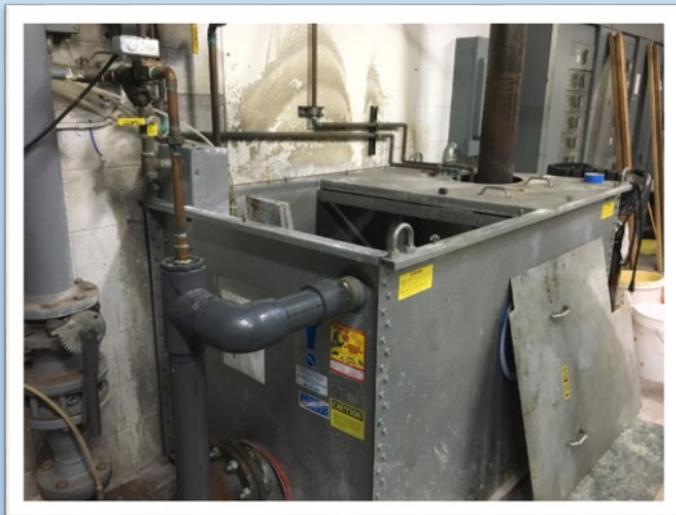
Birmingham Sports Ice Arena



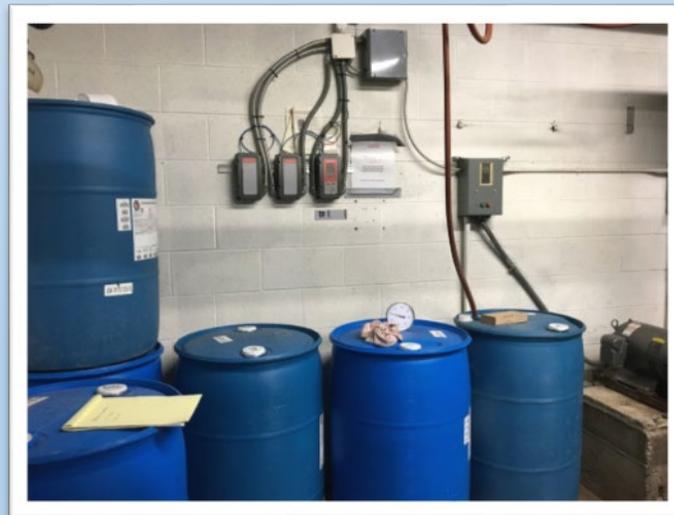
Ice plant compressors



Ice plant pumps



Cooling tower holding tank

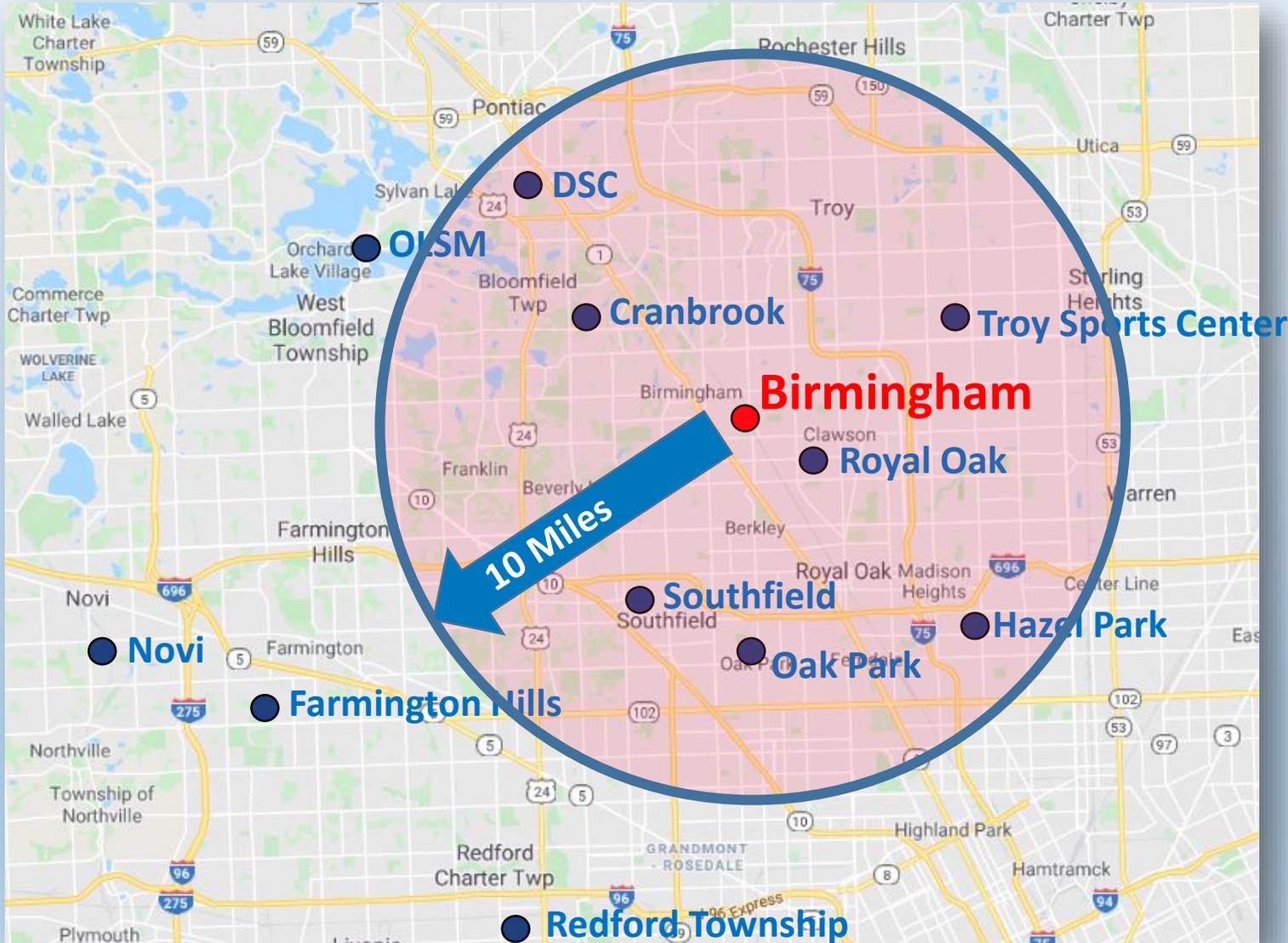


Glycol tanks



Birmingham Sports Ice Arena

Area Ice Arenas



- 1) DSC: 3 Sheets
- 2) Cranbrook: 1 Sheet
- 3) Troy: 3 Sheets
- 4) Royal Oak: 2 Sheets
- 5) Southfield: 1 Sheet
- 6) Oak Park: 1 Sheet
- 7) Hazel Park: 2 Sheets

Total: 13 Sheets

- 8) OLSM: 1 Sheet
- 9) Novi: 2 Sheets
- 10) Farmington: 2 Sheets
- 11) Redford Twp.: 1 Sheet

Total: 6 Sheets



Area Ice Arenas

Average Age of Local Ice Arenas (10 mile radius): 40 YEARS

Ice Rink	Location	Distance from Birmingham Ice Rink	Year Built (original rink)	No. of Rinks	MAHA District
Birmingham Sports Ice Arena	Birmingham	0	1973	1 plus studio	4
John Lindell Ice Arena	Royal Oak	3.1 miles	1971	2	3
Wallace Ice Arena	Bloomfield Hills	4.7 miles	1957, enclosed 1979	1	4
Oak Park Ice Arena	Oak Park	6.1 miles	1971	1	3
Troy Sports Center	Troy	6.1 miles	1995	4	3
Southfield Civic Center	Southfield	6.9 miles	1971	1	4
Detroit Skating Club (DSC)	Bloomfield Hills	8.0 miles	1978	4	4
Viking Ice Arena	Hazel Park	9.6 miles	1999	2	3



Recent Ice Rink Repairs

January 2020

Cooling Tower Pump Repair

November 2019

**Compressor Shaft Repair
Due to Electrical Surge**

January 2017

**Main Rink In-Floor Cooling
Pipe Leak**





Equipment Controls



Note: Sensors must be checked to be used in average

SYSTEM CONTROL

RINK ENABLED

SLAB MODE

SYSTEM INFORMATION

Infrared Camera (IRC2)	20.9°F
Slab Temperature (TT61) <input checked="" type="checkbox"/>	24.5°F
Slab Temperature (TT62) <input checked="" type="checkbox"/>	27.1°F
Slab Temperature (TT63) <input checked="" type="checkbox"/>	26.3°F
Slab Temperature (TT64) <input checked="" type="checkbox"/>	26.0°F
Slab Temperature (TT65) <input checked="" type="checkbox"/>	25.5°F
Average Slab Temp.	25.9°F
Ice Setpoint Error	0.9°F
Return Temperature	16.2°F
Supply Temperature	15.8°F
Compressor Demand	1

Cooling Demand Status: Cooling

Game Target

Day Targets

Night Target

Special Eve

Game a

Next Game

Next Night T

Next Specia

LEAD PUMP

AUTO ROTATION

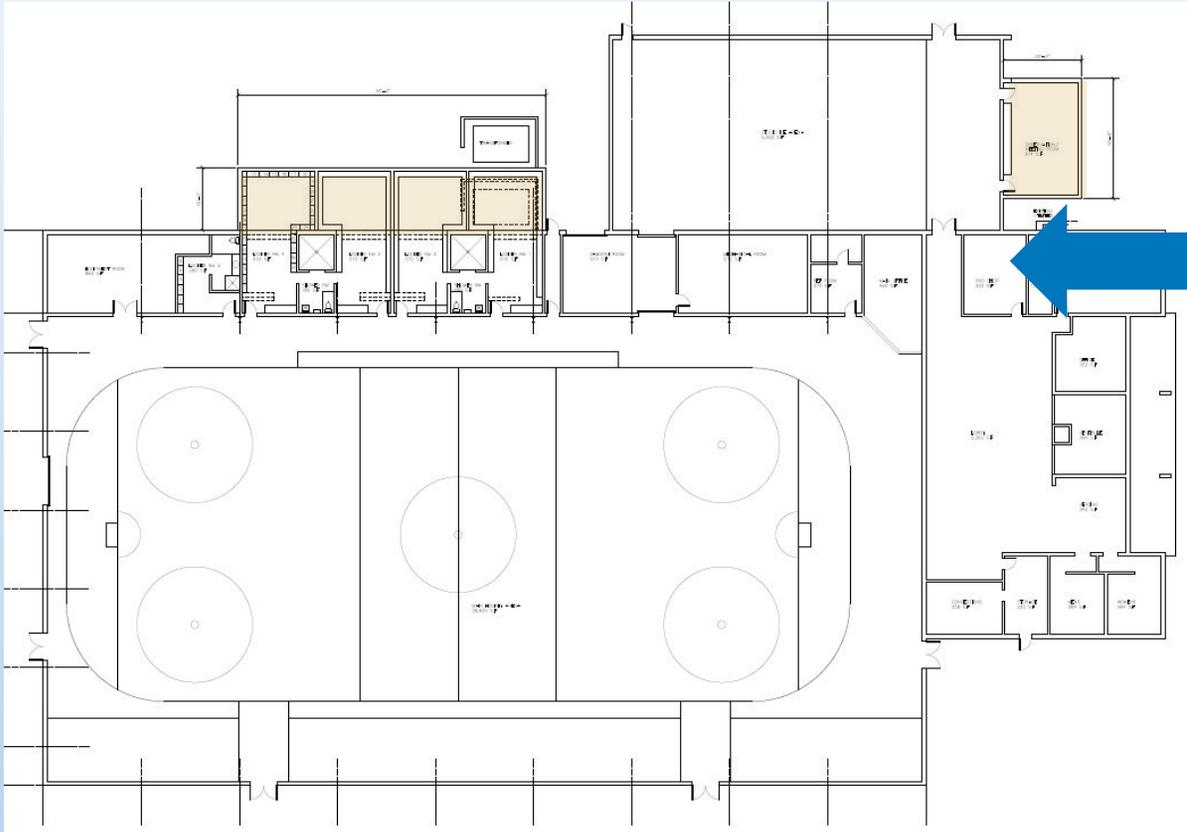
USE PUMP P2

TOROMONT CAT

CMCO



Birmingham Sports Ice Arena

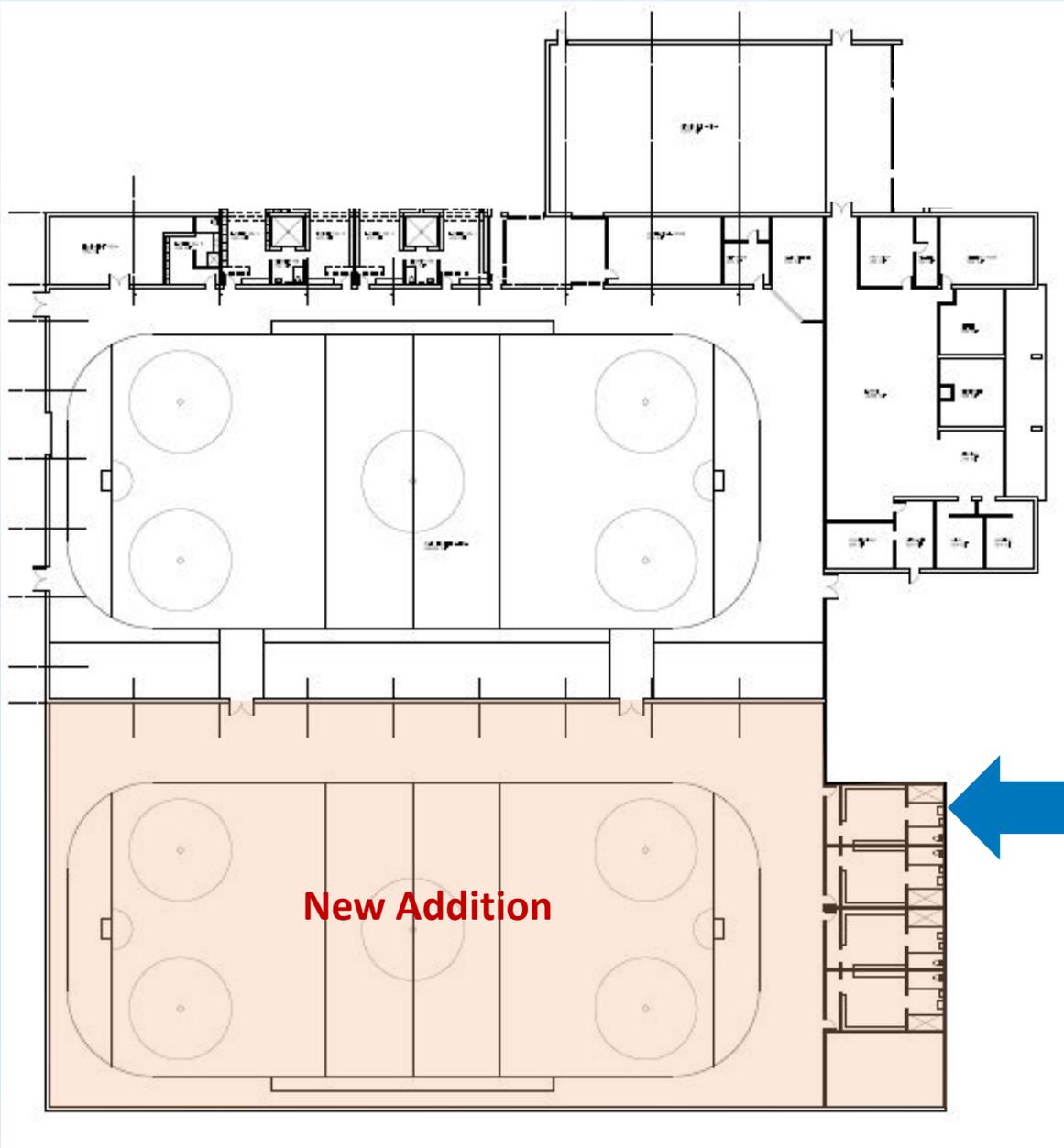


**42,172 s.f. Renovation
& Expansion Project
Budget: \$5,078,183**

- New Ice Plant
- Year round use
- Expanded Locker Rooms
- Team Locker Room
- Women's Locker Room
- New Meeting Room
- ADA Upgrades
- Finish Upgrades



Birmingham Sports Ice Arena



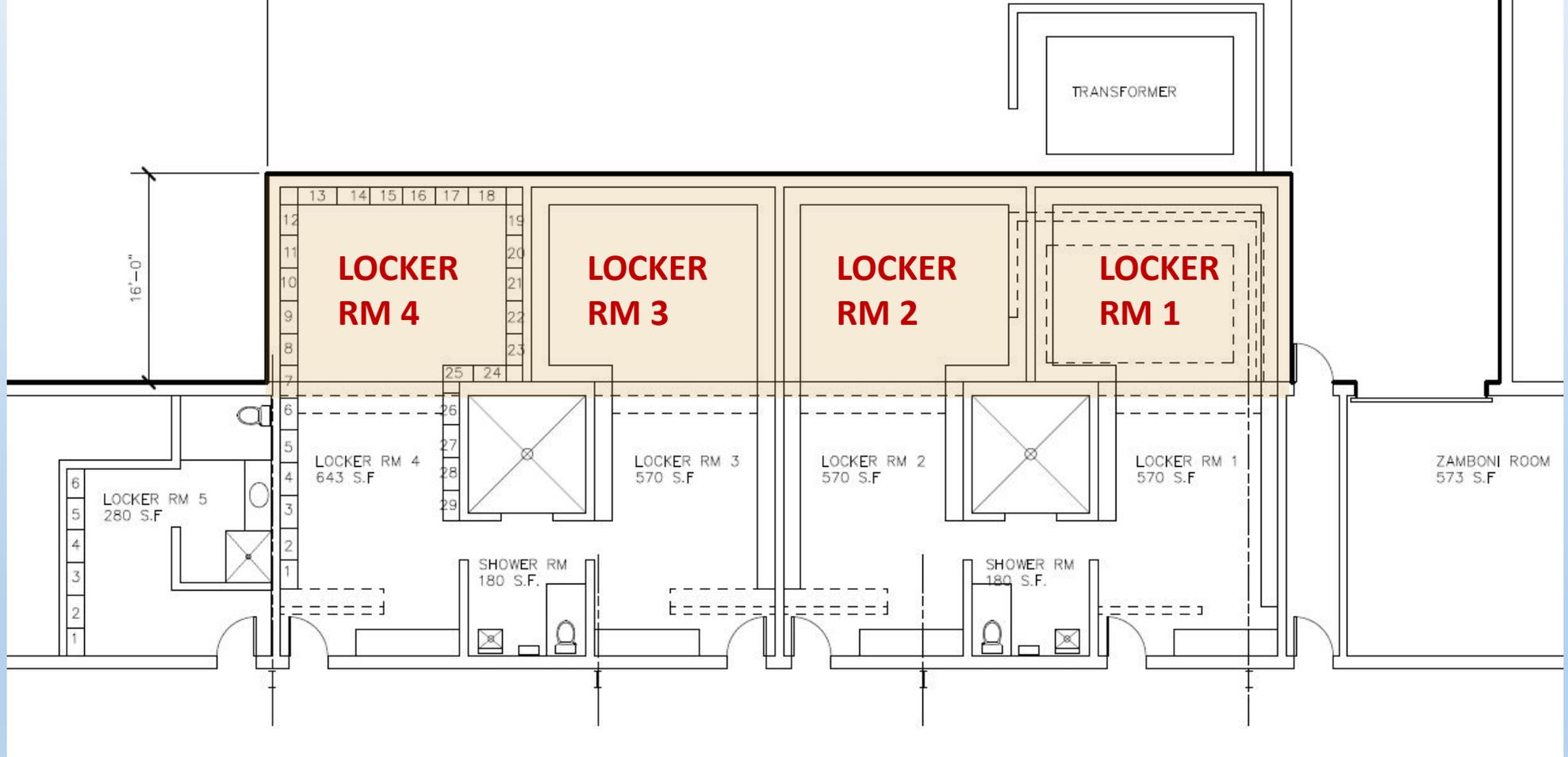
- NHL Size Rink
- Year round use
- Locker Rooms
- Support Spaces
- Bleachers

30,000 s.f. Addition
Project Budget:
\$7,650,000 (includes
\$750K site development allocation)



Birmingham Sports Ice Arena

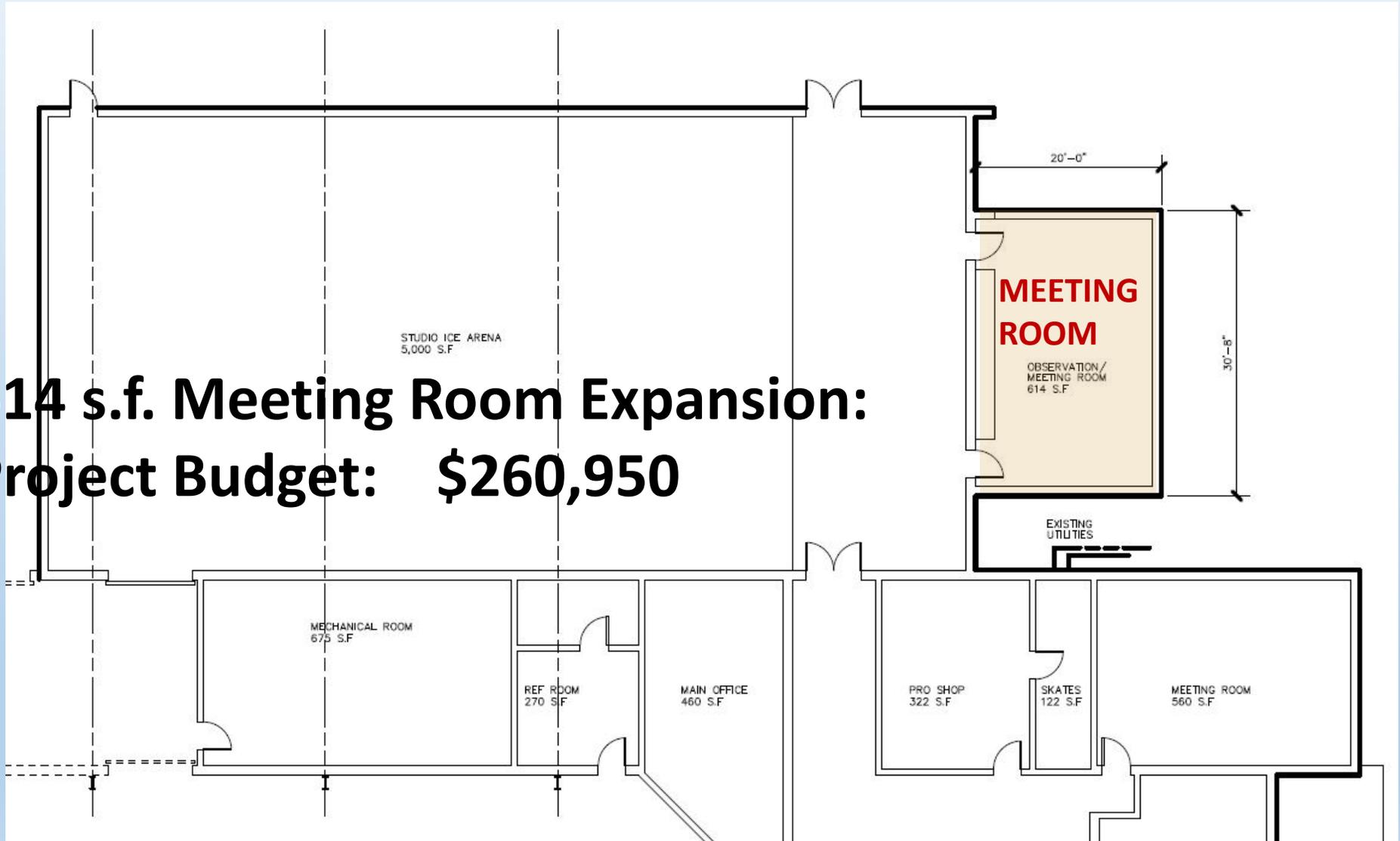
1,264 s.f. Locker Room Expansion
Project Budget: **\$537,200**





Birmingham Sports Ice Arena

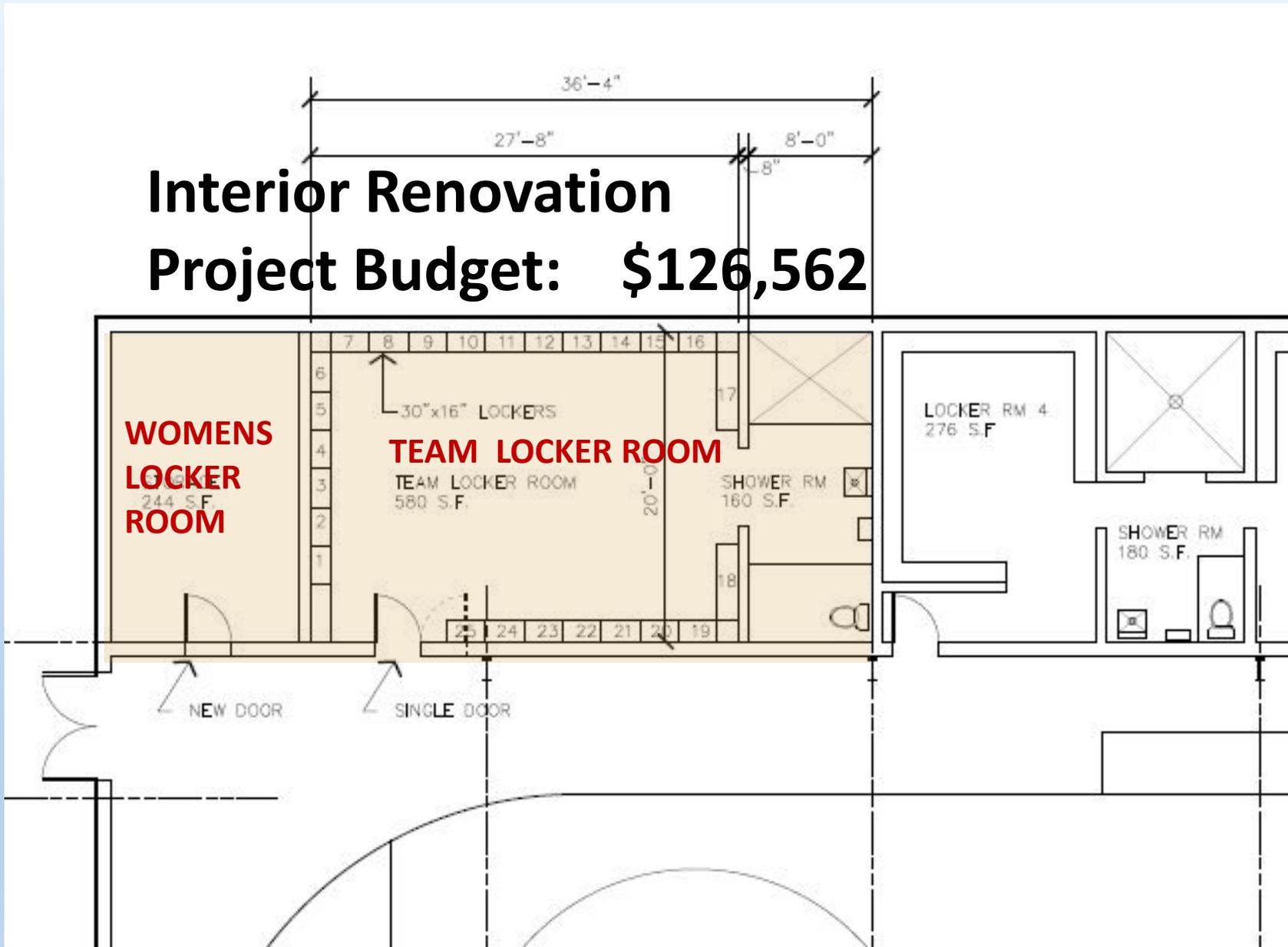
**614 s.f. Meeting Room Expansion:
Project Budget: \$260,950**





Birmingham Sports Ice Arena

Interior Renovation
Project Budget: \$126,562





Birmingham Sports Ice Arena

Rink Development Scenario Estimates					
(all estimates include hard and soft costs)	2019	2020	2021	2022	2023
New Replacement Rink (42,172 s.f.)	\$10,410,000	\$10,826,400	\$11,259,456	\$11,709,834	\$12,178,228
New 30,000 s.f. Rink Addition	\$7,650,000	\$7,956,000	\$8,274,240	\$8,605,210	\$8,949,418
Renovate Existing Rink	\$5,078,183	\$5,281,310	\$5,492,563	\$5,712,265	\$5,940,756
Meeting Room Expansion (614 s.f. \$340/s.f.)	\$260,950	\$271,388	\$282,244	\$293,533	\$305,275
Locker Room Expansion (1,264 s.f. x \$340)	\$537,200	\$558,688	\$581,036	\$604,277	\$628,448
Int. Renovation - Women's Locker, Team Locker (\$75/\$50/\$275 s.f.)	\$126,562	\$131,624	\$136,889	\$142,365	\$148,060
Int. Renovation - Team Locker w/shower (\$50/\$275 s.f.)	\$91,250	\$94,900	\$98,696	\$102,644	\$106,750
Int. Renovation - Women's Locker, Team Locker w/o shower (\$75/\$50)	\$57,250	\$59,540	\$61,922	\$64,398	\$66,974
Int. Renovation - Team Locker w/o shower (\$50 s.f.)	\$36,250	\$37,700	\$39,208	\$40,776	\$42,407

Second Rink Addition Expenses and Revenue Estimate					
Expenses	2019	2020	2021	2022	2023
Salaries & Wages	\$150,000	\$156,000	\$162,240	\$168,730	\$175,479
Operating Supplies	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246
Food & Beverage	\$10,000	\$10,400	\$10,816	\$11,249	\$11,699
Contractual Services	\$10,000	\$10,400	\$10,816	\$11,249	\$11,699
Instructors	\$50,000	\$52,000	\$54,080	\$56,243	\$58,493
Utilities	\$250,000	\$260,000	\$270,400	\$281,216	\$292,465
Equipment Rental or Lease	\$30,000	\$31,200	\$32,448	\$33,746	\$35,096
Building Maintenance	\$25,000	\$26,000	\$27,040	\$28,122	\$29,246
Total Expenses:	\$550,000	\$572,000	\$594,880	\$618,675	\$643,422
Revenue					
Classes	\$80,000	\$83,200	\$86,528	\$89,989	\$93,589
Open Skate	\$5,000	\$5,200	\$5,408	\$5,624	\$5,849
Rink Rental - 12 months (2,100 hrs. @ \$235/hr.)	\$483,500	\$502,840	\$522,954	\$543,872	\$565,627
Concession Sales/Vending	\$15,200	\$15,808	\$16,440	\$17,098	\$17,782
Advertising	\$7,500	\$7,800	\$8,112	\$8,436	\$8,774
Total Revenue:	\$591,200	\$614,848	\$639,442	\$665,020	\$691,620



Pro's & Con's – *New Ice Arena*

PRO'S

- Energy Efficient Building Envelope and Equipment
- Year Round Facility
- Appropriate Sized Spaces
- Spectator Considerations – Viewing, Recreation, Meeting Areas
- ADA Compliant



CON'S

- Land Cost for New Site, Utilities, Parking Area
- Demolition Cost of Existing Arena if at Current Location
- Displaced Hockey and Figure Skating Programs for One Season
- Cost of Construction Plus Escalation



Pro's & Con's – *Renovation*

PRO'S

- No Loss of Programs
- Energy Efficient Equipment
- Year Round Facility
- Potential Phased Approach
- Team and Women's Locker Rm.
- Minimal Site Impacts
- ADA Compliant



CON'S

- Financing Large Capital Improvements
- Continued Maintenance/Replacement of Non-Renovated Areas
- Cost of Construction



Recommendations & Considerations

- **Replace Existing In-floor Cooling Piping**
- **Install a Sub-soil Heating System**
- **Replace Existing Ice Plant Equipment**
- **Replace Existing Arena Dehumidification System**
- **Relocate the Main Ice Arena to the East – Provide wider walkway at locker rms.**
- **Provide a Women’s Locker Room Facility**
- **Enlarge Existing Main Ice Arena Locker Rooms**
- **Provide Team Locker Room**
- **Install New Equipment Controls**
- **Provide a New Studio Rink Observation/Meeting Room**



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CN Railroad Bridge Maple Road Update

Long Range Planning Session

January 25, 2020



History

- CN Railroad- Owner of the Bridge.
- City Staff met with CN Representatives **September of 2018-** Public Works group and Bridge Group. These 2 groups oversee over 2,000 bridges throughout 4 States. They had NO PLANS for work on Maple Bridge.
- Findings from Meeting:
 - CN must do the work, City to reimburse.
 - Original Estimate: \$96,000.00
 - Other improvements (addition of lighting and sidewalk repairs) may be performed by City-require a Right of Entry permit through CN.

What's been done so far?

- Work Done by CN Crews late Sept/ October of 2019:
 - Purchase Order= \$114,605.00
 - Actual Cost = \$75,930.00
 - Repair mortar patch approximately 200 divots and chipped concrete
 - Prime and paint the entire bridge except for the ceiling
- Work Done by City:
 - Project Management- oversight of work by CN
 - Lane closures/traffic control during course of work
 - Sidewalk replacement on both sides, as part of City's sidewalk replacement program
 - Prepare for Addition of Pedestrian Lighting:
 - Nov 2019: Met with DTE to explore power availability. Power will come from north of bridge.
 - Dec 2019: Met with Electrical Engineer to obtain quote for plans and specs in order to bid out lighting project.

Next Steps

- CN to perform touch up painting work Spring 2020
- City to apply for a Right of Entry (ROE) permit with CN for Lighting
- Maintenance agreement between City and CN (required by CN)
- DTE to install new electrical service north of bridge, request submitted.
- City hired electrical engineer to provide electrical plan
- CN & ARC review of plan
- City to request proposals for supply and installation of lights along pedestrian walkways
- Project award anticipated this fiscal year

A photograph of a snow-covered parking garage. The garage has a concrete structure with several openings. A large tree with snow-laden branches is in the foreground on the left. The ground is covered in snow, and a few cars are parked inside the garage. The sky is blue with some clouds.

Questions?

Lead Service Line Action Plan

Long Range Planning Session

January 25, 2020



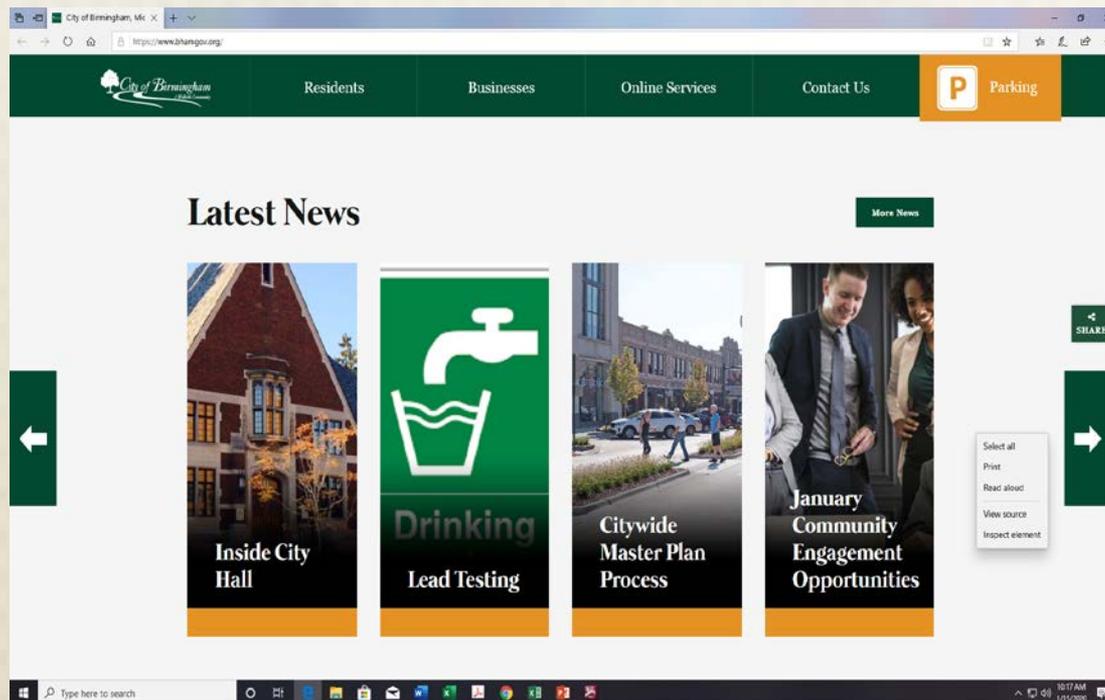
Preliminary Inventory

The City was required by the Michigan Department of Environment, Great Lakes & Energy (EGLE) to complete a preliminary materials inventory of all water services within the City by December 31, 2019

- This was completed and submitted on December 30, 2019.
- The results of this inventory were 7,979 water services within the City of which 731 were determined to be lead service (at the time of submission).
- City records (water & sewer cards), record drawings, institutional knowledge and visual inspection (performed by DPS) were used to establish this inventory.

City Website

- City created a link on the City's Website Homepage that directs residents to additional information.
- A tool was created on the City's Website allowing residents the ability to check the material of their individual property.



Website Search Results



The Michigan Safe Drinking Water Act has changed to better protect your health. New water sampling rules have been added to better detect possible lead in your drinking water. These changes require communities, including Birmingham, with lead service lines and older housing stock, to do more sampling. This new sampling method is expected to result in higher lead results, not because the water source or quality for residents has changed, rather, because the Act has more stringent sampling procedures and analysis.

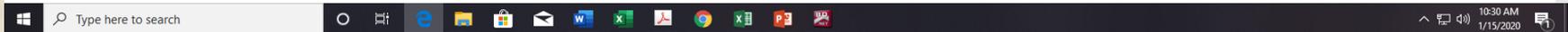
The City held a community forum on November 14th at Seaholm High School. Attendees learned about changes to the state's new lead and copper rules. The forum included representatives from the Michigan Department of Environment, Great Lakes and Energy (EGLE), Department of Health and Human Services (DHHS), South Oakland County Water Authority (SOCWA) and the Oakland County Health Division, along with City representatives. Download presentations and video footage from the forum at www.bhamgov.org/leadtesting.

The City of Birmingham has now completed testing of all lead service leads in our inventory. In total, 730 out of nearly 19,000 residential water customers were determined to have a portion of either public, private or both of their service leads containing lead material. The City will contact those who may need additional testing. Based off the results of the testing, we will then determine priority for service lead removal.

As a part of our Lead Testing Initiative, we have added your water service line information to our City Map Property Database shown below. We are still working on verifying data for portions of the City. If your address is showing as unknown please be patient and check back.



 Click the Icon (left) to review the City's records regarding the water service line at your address and visit the [Birmingham City Map](http://www.bhamgov.org).



Sampling Water

- HydroCorp (January-February) begins sampling of properties on final inventory
- Paragon Labs to process results of all samples according to State compliance method
- Required Sample Plan includes 95 sites – 60 required plus 50% additional
- 60 required samples by June 30, 2020 – results to be submitted to State (EGLE)
- City of Birmingham initiating sampling plan for all 731 identified lead service locations
- Sampling and lab results to occur between January – April, 2020

Lab Results

- Provide a faucet filter to lead inventory addresses available at DPS beginning in January - February, 2020
- Go directly to City of Birmingham and SOCWA
- To be mailed to households after testing occurs
- Assist with creating lead service line replacement plan

Lead Line Replacement Plan

- Schedule Lead Service replacements based on test results
- Prioritize test results according to geographic location or Citywide quadrants, to be determined, given specific results
- Bid Results expected April – May from SOCWA for Vendor(s) to perform lead line replacements
- After bid results better able to determine replacement plan including annual quantity, locations and budget

Lead Service Removal

- The City is launching a Pilot program next month to remove eight (8) known lead services.
- These services include the six (6) highest known recorded levels as well as two (2) that are within the Maple Road project limits.

Questions?





MEMORANDUM

Planning Division

DATE: January 10, 2020
TO: Joseph A. Valentine, City Manager
FROM: Jana L. Ecker, Planning Director
SUBJECT: Comprehensive Master Plan Update

INTRODUCTION:

Master plans are the official statement of a local government's legislative body's vision for future development and conservation. These documents set goals and guide decision making on land use, development standards, transportation, housing, community facilities and more. On a functional level a master plan is a roadmap for the development and refinement of the City's present and future needs. The master plan is the documentation of an approach to physical issues which will help the City achieve its goals. Because those goals can and will change over time, the master plan should be re-evaluated and updated on a regular basis.

BACKGROUND:

The City of Birmingham has a history of implementing master plans and ordinances that are intended to guide and regulate the growth of the City in order to promote the type of development that the citizens and property owners value. Currently, the development of the City's planning and zoning regulations are principally governed by six documents which are currently available on the City website:

- The Birmingham Future Land Use Plan (1980);
- The Downtown Birmingham 2016 Plan (1996);
- The Eton Road Corridor Plan (1999);
- The Triangle District Plan (2007);
- The Alleys and Passages Plan (2012); and
- The Multi-Modal Transportation Plan (2013).

The Birmingham Future Land Use Plan ("the FLUP") was the last comprehensive master plan to be adopted by the City (1980). The FLUP made specific recommendations throughout the City that are intended to protect residential areas while at the same time made recommendations that would allow the commercial areas to thrive. Since the adoption of the FLUP, the City has updated the master plan through the additional subarea plans listed above. Those plans have been implemented through the three overlay zones (Downtown, Triangle and Via Activation) and the rezoning of the rail district to MX (Mixed Use). The Multi-Modal Transportation Plan adopted in 2013 is now the guiding document for the City in regards to transportation infrastructure, major right of way improvements, and user accessibility issues. The cumulative effect of all the sub area plans has essentially updated the Future Land Use Plan in almost all of the commercially zoned areas of Birmingham.

The updating and implementation of master plans and subarea plans are important aspects of maintaining and improving the standard of excellence that is expected in Birmingham. Although the subarea plans listed above have been established in the City over the past twenty years, there has not been a comprehensive master plan update completed since the 1980 Future Land Use Plan. There are several components of the FLUP that included demographic data and projections that were based on a twenty-year time frame (1980-2000). In addition, many of the land use policies and system analyses may be considered outdated now considering the advancements in technology and changes in lifestyle habits. Accordingly, much of the information provided in the FLUP was intended to be projections up to the year 2000, and is thus in need of updating.

At this time the City has embarked on a comprehensive update of the 1980 Birmingham Future Land Use Plan, and the formal inclusion of each of the subarea plans into an updated comprehensive master plan ("the Plan"). While some portions of the Birmingham FLUP may continue to be relevant today, specific areas that need to be updated include:

- Community vision and planning objectives;
- Update of Population section to include current demographic data, future projections and analysis;
- Update of Regional and Surrounding Development section to include current and projected demographic data (residential, retail, office, mix of land uses) and analysis of the region, regional and downtown development trends and regional collaboration efforts;
- Update of Residential Housing section to include neighborhood vision in residential areas, analysis of changes in residential patterns and residential areas from 1980 to now, typology and character of neighborhoods, development trends, future projections and future direction;
- The physical characteristics of neighborhoods should be identified and documented including historic attributes, landscape conditions, housing type and the period of construction for each area;
- Review and update of Transportation section to include current vehicular, pedestrian and bicycle data, recent and currently budgeted infrastructure improvements, current multi-modal trends, regional transportation projects, and future recommendations based on regional and national best practices;
- Update and review of existing land use, updated recommendations for future land uses and an updated future land use map including the area of Woodward between 14 Mile Rd. and Lincoln, known as the S. Woodward Gateway;
- Parking analysis and recommendations for both public and private parking regulations throughout the entire City including consideration of parking requirements, public parking needs, residential parking permitting requirements, accessible parking needs, potential for shared parking and emerging and innovative technologies;
- Review and update of the Policies section to encourage the implementation of the City's vision, current goals, best practices, current technological advances, and innovative policies.

On October 29, 2018 the City Commission voted to hire the renowned planning and design consulting firm DPZ CoDesign, led by Andres Duany, which prepared the Downtown 2016 Plan adopted in 1996.

Over the past year, City Staff has been working with DPZ CoDesign on the master plan updating process. All relevant master planning documents, studies and GIS data were provided to DPZ, and Planning Staff prepared a detailed outline of all the Planning related issues that the City has been addressing over the past several years. This document provided DPZ with a comprehensive overview of recent efforts and achievements as well as ongoing efforts that influenced the scope of work that was developed for the Master plan project.

The master plan update process kicked off in January 2019 and was originally planned to continue for approximately eighteen months. The updating process was broken down into the following:

- **Phase 1 (Completed)**

Phase one included project initiation, review of all existing planning related documents, data collection and analysis, project kickoff, the preparation of demographic reports, and early community engagement, including public roundtable discussions, a public survey, creation of a project website and ongoing media and social media communication.

- **Phase 2 (Completed)**

Phase two began in May 2019, and was comprised of extensive public engagement activities, including a week long planning charrette, , public presentations, a second public survey, a two day drop-in clinic for the public to review and comment on the consultants' findings, and the creation of a summary concept plan outlining each of the key ideas to be incorporated into the draft master plan.

- **Phase 3 (In Process)**

Phase three began in the fall of 2019 with the creation of a draft master plan based on all of the research, analysis and public engagement to date. A presentation of the draft master plan was conducted at a joint meeting of the City Commission and Planning Board in the fall of 2019 by DPZ CoDesign. A third survey was conducted to solicit initial public feedback on the draft plan. The City Commission and the Planning Board both approved a detailed draft review and public engagement process (see additional detail below).

- **Phase 4 (Estimated Completion, Fall of 2020)**

Phase four will begin in the summer of 2020 and will include preparation of the final draft of the master plan, along with final presentations, public hearings and adoption of the plan.

PUBLIC ENGAGEMENT:

Public communications for the Master Plan project have been ongoing for more than a year. An extensive public engagement schedule included the team conducting information gathering sessions with members of the public, including a web survey last spring, and many stakeholder meetings during April and May, where the master plan team met with property owners, residents, neighborhood groups, business owners and institutional partners in the City to solicit detailed input on the City's needs, specific concerns and recommendations for the future vision of the City. From May 14, 2019 through May 21, 2019 the DPZ team also conducted a public visioning charrette to gather input from residents and business owners for integration into a strategic vision

for the neighborhood and commercial areas within the Plan. An analysis of the findings from the survey and the stakeholder meetings was incorporated into the sessions running during the charrette and the key findings and proposals that were presented in the final presentation at the end of the weeklong charrette.

A second web survey was released to solicit additional input from residents based on the proposals developed during the charrette process to gauge how these ideas resonated with the public. In addition, a public open house was held July 8 – 10, 2019 in the former charrette space at 255 S. Old Woodward to discuss and evaluate some of the key findings and discuss their refinement and progression into a draft master plan.

DPZ team members attended both the City Commission and Planning Board meetings on July 8 and 10, 2019, respectively to provide an update on the findings and progress to date, to solicit input, and to promote the next steps of the master planning process. At the joint meeting of the City Commission and the Planning Board on October 17, 2019, the DPZ team presented an overview of the first draft of the Master Plan.

In December 2019 a third web survey was conducted to clarify public sentiment on specific issues and concepts proposed in the draft master plan. On December 9 and 16, 2019, the City Commission discussed the proposed draft Master Plan review schedule recommended by the Planning Board, and considered a selection of additional public engagement options from DPZ CoDesign to consider during the review of the draft Master Plan. DPZ recommended that the City use the communication tools already in use for the project, and schedule additional roundtable discussions and a series of additional surveys to ensure ongoing public engagement through the review and adoption of the Master Plan.

On December 16, 2019, the City Commission affirmed the current Action List, and voted to commence the review of the first draft of the Master Plan starting in February 2020 as follows:

Meeting Dates	Areas of Review
Web Survey # 3 – November/December 2019	Questions on major areas of recommendation in the first draft of Master Plan
February 12, 2020	Master Plan Premises The Future City (Vision)
March 11, 2020	Neighborhood Components
April 8, 2020	Neighborhood Plans
May 13, 2020	Mixed Use Districts Maple & Woodward Market North
June 10, 2020	Haynes Square South Woodward Gateway Rail District

Ultimately, the City Commission approved a maximum expenditure of \$28,600, as needed, and determined by the City Manager, to incorporate additional public engagement opportunities into the remaining portion of the master plan update. None of these engagement activities were budgeted for in FY 2019-2020, and thus a budget amendment was also approved to fund the additional initiatives.

The final phase of the master plan update will begin in the summer of 2020 and will include preparation of the final draft of the master plan, along with final presentations, public hearings and adoption of the plan.

DATE: January 25th, 2020

TO: Joseph A. Valentine, City Manager

FROM: Nicholas Dupuis, City Planner

APPROVED: Jana Ecker, Planning Director

SUBJECT: Alley Improvement Plan Update/Next Steps 2020

INTRODUCTION:

In 2017, the Planning Division was directed to study possible remedies to cleanliness issues present in the City's alley and passage network to boost walkability and reinforce the Strategy for Alleys and Passages (SAP) Plan adopted in 2012, and the Via Activation Overlay District (VA) also adopted in 2012. The SAP and VA District were designed to provide a plan to manage and maintain existing alley and passage assets in the city, and to prepare a framework for re-imagining life in these intimate urban spaces. The strategy identifies needed improvements and provides recommendations for both design enhancements and activation strategies to encourage activity in hidden and underutilized urban spaces to provide active and attractive spaces that enhance public life and increase pedestrian activities in the study area.

The Planning Division created a phased improvement plan to begin combatting cleanliness issues in the City's alley and passage system, described below. In addition, once the improvement projects are underway, the City will perform an evaluation of existing ordinances in tandem with the improvement plan to ensure thoroughness and enforceability. The City will also explore other opportunities to incentivize property owners and businesses to activate their adjacent alley and passage space going forward.

- **Phase 1: Signage/Wayfinding** - The Strategy for Alleys and Passages Plan for the City of Birmingham outlines signage/wayfinding as an activation strategy for the City's network of alleys and passages. Signage/wayfinding plays an important role in keeping alleys walkable, safe and clean. There are several wayfinding signs currently installed around Downtown. Locations for future signage will be identified, proposals will be procured, and ordinance language for regulatory signage written in this phase.
- **Phase 2: Waste Receptacles** – The biggest target in the attempt to clean up alleys in Birmingham are waste receptacles (trash, recycling, grease and compost). This phase will focus on adding accountability to the owners/operators of waste receptacles in alleys and passages. This will include required maintenance, registry with the City, and required informational stickers affixed to the receptacle.
- **Phase 3: Code Enforcement** – The third phase of the alley improvement plan is to step up the City's Code Enforcement capabilities. New language should be clear, and Code

Enforcement officials should be able to write clear and appropriate citations when violations are present.

- **Phase 4: Parking Control** – The Strategy for Alleys and Passages in Birmingham classified alleys and passages into three types: Active, Connecting, and Destination. Each classification allows for different levels of vehicular access. Further regulating vehicular access and parking in the City’s alley and passage system will create less congestion for emergency, loading and trash vehicles. This phase will also help in eliminating some of the negative externalities imposed by vehicles, such as littering, air pollution and noise pollution.
- **Phase 5: Paving and Storm Water Management** – An increasingly popular technique to support walkability and beautification is the installment of permeable paving to mitigate the effects of rainfall events and snowmelt. Many cities have begun to focus their attention toward “greening” their alley systems to transform the miles and miles of wasted space into a functional component of their infrastructure network. Requiring or incentivizing permeable pavement techniques in Birmingham is proposed as the main facet of this phase.
- **Phase 6: Alley Width Standards** – Controlling and adapting the allowed width of alleys to the different classifications provides a number of benefits to the cleanliness of Birmingham’s alley and passage system. Narrower passages can make it improbable or impossible for vehicles to utilize the alley where vehicles are not allowed, or not desired. Techniques such as adding landscaping, public art, or architectural details to the alley spaces can narrow alleys and help create a sense of place, which in turn creates a safe and clean space for pedestrians to utilize.

BACKGROUND:

The six-phased approach for alley improvement was presented at the long range planning meeting on January 27th, 2018 with the purpose of identifying six major target areas for improvement and general strategies for such.

On May 14th, 2018, the City Commission approved the purchase and installation of five via signs (Phase 1), bringing the total amount of via signs to nine.

On January 26th, 2019, the Alley Improvement Plan was revisited. Shortly thereafter (1/28/19), the City Commission approved a sweeping amendment to Chapter 90 - Solid Waste of the City Code of Ordinances. In updating the Solid Waste ordinance, City Staff added provisions regulating the size and disposition of commercial dumpsters, adding requirements for commercial waste receptacles to be labeled, and upgrading storage standards.

At this time, a portion of Phase 1 has been completed with nine total via wayfinding signs installed. To complete Phase 1, the remaining 22 potential via wayfinding sign locations should be reviewed for practicality, redundancy, and need. Once completed, City Staff should develop an approach to complete the via wayfinding signage system. In addition, City Staff should perform a survey of each alley to update the table of existing regulatory/commercial signage that exists presently in the City’s alleys. Using the information gathered during the survey, City Staff may then develop

standards for regulatory signage in alleys, and potentially button up or improve the commercial signage ordinances in the Via Activation Overlay District.

The adoption of the amended Chapter 90 – Solid Waste completed Phase 2 of the Alley Improvement Plan. However, several issues have arisen that require some extra attention. One, a complaint arose from the residents/management at the All Seasons Senior Living Community regarding the new hours of collection. Before the adoption of the new language, the permitted hours of collection were 7:00 a.m. – 6:00 p.m. The amended ordinance changed the hours of collection for commercial and mixed-use properties to 8:00 p.m. – 7:00 a.m. The waste hauler contracted to collect the waste at the facility was doing so at around 5:00 a.m., which is within the current ordinance. The complaint prompted research into the collection hours of other cities, as well as the standard collection schedules for waste haulers that service this area. GENERALLY, cities vary in both the collection hours and whether or not their service is city provided or private. In speaking with several waste haulers, it also became evident that overnight pickup is impractical due to the hours of solid waste disposal facilities and safety/insurance issues.

Issues were also discovered with the waste hauler permitting system. As the ordinance dictates, all waste haulers performing work in the City must obtain and maintain a valid refuse collector license. Only four waste haulers (Advanced Disposal, Car Trucking, Republic Waste, and Tringali) applied for and obtained a refuse collectors license from the City. It is evident based on visual sightings of garbage trucks, as well as branded waste receptacles, that there are several waste haulers operating in the City without a license. This issue also complicated a new section of the ordinance that requires labels to be placed on the waste receptacles used by commercial and mixed-use properties. It was determined that once a waste hauler submitted for a refuse collectors license, the customer list that they are required to submit would be used to generate a label with the business name, address, permit number, contact information, and receptacle numbers. Due to the number of unlicensed waste haulers in the City, as well as the large number of labels that would need to be produced annually, City staff should revisit the ordinance.

After Phase 1 and Phase 2 are completed to the point where only monitoring/enforcement are necessary, Phases 3-6 may be embarked upon.

ATTACHMENTS:

- Alley Improvement Plan Phase Breakdown Chart
- Downtown Via Activation Overlay District Map
- Hours of Collection Research

Phases	Goals and Objectives	Strategies	Projected Timeline
Wayfinding & Signage	<ul style="list-style-type: none"> Increase user safety through strategic regulatory signage such as speed limit, no parking, no littering, and/or designated loading area signage. Direct pedestrians toward Via's and increase the walkability of the Downtown area. Increase alley retail frontage use through increased signage allowance. 	<ul style="list-style-type: none"> Purchase and install approved via signage at locations to be determined. Work with Police Department to determine consistent size and placement of regulatory signage. Analyze current sign ordinance for possible tenant sign improvements in alleys. 	<ul style="list-style-type: none"> Spring/Summer 2018 (Completed) Spring 2020 – <i>Review/Update</i>
Waste Receptacles	<ul style="list-style-type: none"> Protect the public's health, safety and welfare. Prevent nuisance. Protect air, surface and groundwater resources. Support the recycling of materials. Regulate the number, location, maintenance, and operation of solid waste facilities. Support the intent of the City's Master Plan. 	<ul style="list-style-type: none"> Rewrite Chapter 90 – Solid Waste of the Birmingham City Code of Ordinances. Require labels on all trash receptacles. Improve the conditions for code enforcement by increasing accountability. 	<ul style="list-style-type: none"> Summer 2019 (Completed) Spring 2020 – <i>Review/Update</i>
Code Enforcement	<ul style="list-style-type: none"> Provide consistent monitoring and feedback processes. Reduce littering and misuse of alleys. Increase accountability. 	<ul style="list-style-type: none"> Provide clear and consistent ordinance language as it pertains to alleys. Research crowdsourcing. Create one-page guide for Code Enforcement officers. 	<ul style="list-style-type: none"> Fall/Winter 2020
Parking Control	<ul style="list-style-type: none"> Protect accessibility for all users of Birmingham's alley and passage system, especially pedestrians, waste haulers and emergency vehicles. Reduce pollutants resulting from parked cars. 	<ul style="list-style-type: none"> Determine alleys where parking is allowed, not allowed, or sometimes allowed. Delineate actual parking spaces in alleys. 	<ul style="list-style-type: none"> Spring/Summer 2021
Paving and Stormwater Management	<ul style="list-style-type: none"> Decrease impervious surfaces. Reduce urban heat island effects. Increase the usability of alleys without impediment. 	<ul style="list-style-type: none"> Create paving standards for alleys that include a certain amount of pervious pavement. Consider different paving standards for destination, active and connecting Via's. Analyze the potential for increased greenspace. 	<ul style="list-style-type: none"> Fall/Winter 2021
Width Standards	<ul style="list-style-type: none"> Support the three classes of alleys as identified in the Strategy for Alleys and Passages Plan (Active, Connecting, Destination). Protect accessibility for all users of Birmingham's alley and passage system. 	<ul style="list-style-type: none"> Determine the unimpeded width standards for each type of alley in the City. Determine allowable alley design elements that would create a slimmer alley, i.e. planters, public art, furniture. 	<ul style="list-style-type: none"> Spring/Summer 2022



Downtown Via Activation Overlay District

- Existing Via Wayfinding Signs
- Future Via Wayfinding Sign Locations
- Private
- Public
- Alley Adjacent Buildings

Southeast Michigan Solid Waste Collection Hours Research

MUNICIPALITY	COMMERCIAL COLLECTION HOURS	CITY OR PRIVATE?	INFORMATION
Royal Oak	7 AM – 6 PM*	Private	Website
Ferndale	7 AM – 6 PM	City & Private	Municode, Phone
Southfield	7 AM – 6 PM/Hauler Dependent*	Private	Municode
Canton Township	6:30 AM – 5 PM	City	Municode
Troy	7 AM – Completion*	Private	Website
Clawson	Hauler Dependent*	City & Private	Website, Phone
Berkley	7 AM – 6 PM*	City	Website, Phone
Ann Arbor	4 AM – 6 AM & 10 PM – 12 AM*	City	Website, Municode
Novi	Hauler Dependent*	Private	Website, Contract
Pontiac	Hauler Dependent*	Private	Website
Auburn Hills	7 AM – 7 PM	Private	Municode
Oak Park	7 AM – Completion*	City & Private	Website, Phone
Madison Heights	Hauler Dependent*	Private	Website, Phone
Rochester	7 AM – Completion/Hauler Dependent*	City & Private	Website, Phone
Clarkston	Hauler Dependent*	Private	Website

*Solid Waste collection hours not listed in City Code. Rather, they are stated elsewhere on the City website or discussed over telephone with City Staff.

Downtowns
SOCERRA Community

Ferndale - No person shall engage in the business of collecting, transporting, or disposing of solid waste within the city between the hours of 6:00 p.m. and 7:00 a.m., Monday through Saturday, and all day on Sunday.

Southfield - No dumpster located within five hundred (500) feet of any structure intended for use as a residential dwelling, except hotels and motels, shall be emptied between the hours of 6:00 p.m. and 7:00 a.m. of the day following.

Canton - No solid waste shall be collected from persons or property within 500 feet of a residential unit between the hours of 5:00 p.m. of one day and 6:30 a.m. of the next succeeding day unless the township supervisor has issued written authorization for such collection after having duly considered the means and location of such collection and determined no offensive noise or nuisance will be occasioned by the adjacent residences.

Ann Arbor – (Regulated through noise ordinances) Equipment and activities creating sound from the collection of solid waste, as defined in Chapter 26, within the Downtown District, as defined in Chapter 7, in the following locations:

- i. in any location after 6:00 a.m. and before 10:00 p.m., and,
- ii. in alleys from 4:00 a.m. to 6:00 a.m. and from 10:00 p.m. to 12:00 a.m., provided the equipment and activity in the alley are approved in advance and in writing by both the department head or agency director and the Administrator.

Oak Park – Was told that the commercial areas may opt into SOCERRA

Rochester includes their DDA in their GLF solid waste pickup contracts.

Clawson DDA through City (SOCERRA - Tringali), but other commercial must go private.

DATE: January 14, 2020

TO: Joseph A. Valentine, City Manager

FROM: Jana L. Ecker, Planning Director

SUBJECT: Multi-Modal Transportation Initiatives

INTRODUCTION:

In November of 2013, the City of Birmingham adopted the Multi-Modal Transportation Plan (the Plan). The Plan had several goals for the City, including the formation of the Multi-Modal Transportation Board to review all transportation projects in the City.

The goal of the Multi-Modal Transportation Board is to assist in maintaining the safe and efficient movement of motorized and non-motorized vehicles and pedestrians on the streets and walkways of the City and to advise the City Commission on the implementation of the Multi-Modal Transportation Plan and to review all transportation projects.

BACKGROUND:

The City Commission created the Multi-Modal Transportation Board (MMTB) as recommended in the Plan. Since its formation, the MMTB has received extensive training in many areas of transportation planning. The purpose of this training is to provide all board members with a solid educated foundation of knowledge for their role in reviewing all of the City's transportation projects, both to ensure that they are designed in accordance with the goals and objectives of the Plan, and also in accordance with national best practices and current planning and engineering standards.

Multi-Modal Training

City staff arranges for ongoing training sessions to provide board members with the required knowledge to review and analyze proposed transportation related projects. The training sessions also focus on current and upcoming transportation trends. All training sessions are recorded on DVDs that are distributed to new board members upon joining the board in order to help prepare them for their new role. Over the past year, the board has received training on the following topics:

- SMART Transit Services – A representative from SMART conducted a presentation to the MMTB to educate them on regular bus and transit routes within and around Birmingham, including the new FAST service on Woodward, and to update board members on new technology upgrades and amenities (such as on real time tracking, signal priority etc.) that have been added to enhance transit ridership services. Information was also provided on how SMART works with communities and local development patterns to ensure transit routes serve the more densely populated areas with walkable amenities nearby;

- Transit Oriented Development (TOD) – A representative from MKSK educated the MMTB on TOD, which is development that is typically very pedestrian, bicycle and transit oriented, less dependent on individual motor vehicle travel, and contains a mix of uses and higher densities. Best practices and examples of TOD were provided in cities similar in size and character to Birmingham, and how these could be applied in Birmingham;
- Mobility Oriented Development (MOD) – A representative from the Regional Transit Authority also educated the board on mobility-oriented development (MOD), which explores how different modes of transportation access the major transit corridors and how development fits into that. Factors which influence transit usage were also discussed, including proximity, convenience, quality of the transit stop and amenities, travel time reliability, and the permanence of a stop or station; and
- Regional Transit Initiatives – A representative from the Regional Transit Authority also updated the MMTB on a study they are conducting regarding MOD along Woodward and along the Ann Arbor-Detroit Rail Corridor. Other RTA pilot programs were discussed, including using ride sharing to facilitate on-demand service for seniors, people with disabilities and individuals living in lower density areas, as well as the RTA’s plan to use new technology for regional transit service, fares and booking. The Bus Rapid Transit line in Cleveland was also discussed as a possibility for the Woodward Corridor.

The next training topic that will be presented to the MMTB will be green infrastructure options for street and right-of-way design.

Bicycle Parking/Infrastructure

In 2012, the City commission approved a Downtown Bicycle Parking Plan that consisted of three phases that called for the installation of 101 bike racks at 80 locations. More recently, the City Commission allocated \$15,000 for bicycle parking in the FY 17-18 budget. A total of roughly 154 bike racks have been installed throughout the City since 2012.

The Multi-Modal Transportation Plan also recommended that the City provide active transportation hubs at key locations around town. The Plan defines active transportation hubs as “wayfinding kiosks that serve as orientation and resource centers for multi-modal trips.” The Multi-Modal Transportation Plan recommended the placement of bicycle maintenance stations at Booth Park, Quarton Lake Park, in the Rail District and at City Hall. The City has now approved and installed four bicycle maintenance stations and air pumps.

In addition, the following bicycle infrastructure elements recommended in the MMTP have been completed to date:

Implemented Bicycle Infrastructure					
Infrastructure type	Phase	Street	Between		Year
Bike Lane	1	Oak	Chesterfield	Lakeside	
Bike Lane	1	N. Eton	Yorkshire	Derby	
Buffered Bike Lanes/Sharrows	2	* S. Eton	E. Maple	14 Mile	2019
Bike Parking	1	Throughout commercial areas			Ongoing
Sharrows	1	W. Lincoln	Southfield	Ann	
Bicycle Repair Station	3	Shain, Quarton Lake, Kenning, and Booth Parks			2018

* S. Eton is currently implemented on a trial basis

The MMTB has also considered each of the remaining bicycle infrastructure recommendations contained in the MMTP. The MMTB's goal is to prioritize the legs of the neighborhood connector route leading to and from the City's elementary and middle schools, and to request needed funding during the 2020-2021 budget cycle for the following multi-modal recommendations:

- Policy and ordinance changes regarding number, type and distribution of bicycle parking in private developments;
- Installation of bicycle parking facilities in public parking garages in Downtown Birmingham;
- Installation of sharrows on portions of Maple, Oak, W. Lincoln and Adams Roads;
- Installation of bicycle lanes / shared paths on portions of Cranbrook and N. Adams; and:
- Completion of the Neighborhood Connector Route.

Complete Street Improvements

Several complete street improvements have been implemented across the City over the past several years. In particular, the MMTB has studied and reviewed the following complete street projects recently:

- Signal timing and pedestrian improvements on Maple, including both of the intersections at North Eton and South Eton to improve operations, traffic congestion, and to enhance the pedestrian experience;
- Signal timing and reconfiguration and leading pedestrian interval enhancements at Willits and N. Old Woodward to enhance the operation and safety of the intersection for motorists, pedestrians and transit users, both during the reconstruction of Maple Road, and beyond;
- Intersection design and signal changes at Maple Road and Southfield to create a safer intersection that controls vehicular traffic and speed, improves the pedestrian crossing experience, and enhances the aesthetic impact of this western entry into Downtown Birmingham;
- Cranbrook Road between 14 and 15 Mile Roads to improve safety, narrow the road and add pedestrian and bicycle facilities; and
- As an extension of the 2018 S. Old Woodward project, the 2020 Maple Road reconstruction project will include complete roadway reconstruction on E. Maple from Woodward to Old Woodward, and W. Maple from Pierce to Chester and include mid-block crossings, pedestrian bulb outs, enhanced greenery, parallel parking and improved streetscape amenities.

Motor Vehicle Parking / Infrastructure

As a result of Phase 1 of the S. Old Woodward reconstruction project, unused areas were created adjacent to the angled parking spaces on Old Woodward. Over the past year, the City has changed the previous no parking policy in these areas, and installed parking spaces for mopeds by adding three 3'x6' spaces. The moped parking areas were completed in 2019.

Over the past two years, the City also contracted with a parking consultant to conduct an evaluation of current zoning code parking requirements for private development in the Central

Business District, the Triangle District, and the Rail District. The purpose of the study is to provide an analysis of the current parking requirements effect on land use, density, size, location, and cost of development, and to provide a summary and analysis of current and future parking trends occurring or expected to occur in walkable urban communities of comparable size and character to Birmingham. This study was also to provide specific recommendations for updating the City's current parking regulations to provide development incentives, increase residential density, and encourage more affordable residential units in the studied areas. As the updating process began in 2019 for the Birmingham Master Plan, this project was provided to the City's master plan consultants, and the results and findings will be incorporated into the final recommendations of the Birmingham 2040 Master Plan once it is completed. In addition, public engagement during the master plan project has also spurred the discussion and study of residential permit parking on streets throughout the City, including creating a simplified system, different options, and allowing for individual neighborhoods to select from options that work best in their area of the City. These findings and recommendations for the future will also be incorporated in the final draft of the Birmingham 2040 Master Plan.

Mode Shift Program

Given the ongoing public perception of parking shortages within the City, the City may wish to investigate conducting a pilot project to reduce parking demand by encouraging mode shift from primarily single person vehicle trips to alternate transportation modes, such as ride sharing, transit use, bicycle use, and walking. New and emerging technology could be utilized to assist with the implementation and to attract interest. Similar programs have been created and conducted in other cities across Michigan and the U.S. Such programs could be considered for implementation in Birmingham to:

- Manage and redistribute demand for the parking inventory in Downtown Birmingham;
- Reduce the spillover of employee parking in the neighborhoods;
- Reduce traffic congestion for Birmingham residents and commuters; and
- Provide affordable transportations options for employees working in Downtown Birmingham.



MEMORANDUM
Planning Division

DATE: January 14, 2019

TO: Joseph A. Valentine, City Manager

FROM: Nicholas Dupuis, City Planner
Nicole Ciurla, Assistant Planner

APPROVED: Jana L. Ecker, Planning Director

SUBJECT: Green Infrastructure and Sustainability Planning

INTRODUCTION:

Birmingham has introduced unofficial environmentally friendly planning schema since the Downtown Birmingham 2016 Plan was written and adopted by the City. The Multi Modal Transportation Plan, Strategy for Alleys and Passages Plan, Parking Assessment District, Eton Road Corridor Plan, Triangle District Urban Design Plan, and other quality examples, all contain virtues of sustainable development and eco-friendly objectives.

BACKGROUND:

Continuing the trend, charrettes conducted in May 2019 for The Birmingham Plan 2040 provided survey responses showing overwhelmingly positive support for sustainable community practices. Fifty two percent of respondents stated that Birmingham should become a regional leader in sustainability, and an additional forty percent said there should be an increase in community commitment to sustainability.

When planning for sustainability, it is important to think regionally. The Southeast Michigan Council of Governments (SEMCOG) has been committed to environmental planning and has published many plans and guides for local communities. This includes areas such as transportation (air quality), water resources, infrastructure, green infrastructure, and low impact development. In addition, the Oakland County Planning Division is also actively involved in environmental planning. This includes projects and plans related to green infrastructure, trails, natural areas, watershed / river corridor projects, and educational outreach. Both of these organizations offer resources and support to local communities.

Many local cities in the region have adopted overall sustainability plans, with some also adopting other plans/programs/policy including climate action plans, alternative energy ordinances, historical preservation programs, and green infrastructure plans/policy to add to their commitment. The following table outlines more specifically, what several local cities (including Birmingham) have been doing:

	Sustainability	Alternative Energy	Historical Preservation	Green Infrastructure	Climate Action
Ann Arbor	X	X	X	X	X
Detroit	X		X	X	X
Ferndale	X	X			
Novi	X		X	X	
Pleasant Ridge		X	X		
Pontiac		X	X	X	
Rochester Hills		X	X	X	
Royal Oak		X	X	X	X
Southfield	X	X	X	X	X
Troy	X	X	X		
Birmingham		X	X	X	

The City of Birmingham has both led and followed sustainable practices in the region, although its efforts have been more *implicit* rather than *explicit*. Birmingham, however is in a prime position to engage in additional sustainability efforts that build upon what the City already does (and does well) while beginning to add to and diversify its repertoire.

SUSTAINABILITY

Many of the City of Birmingham practices encouraging sustainability have been through efforts scattered throughout a variety of plans (walkability, density, multi-modal transportation improvements, etc.). While the Master Plan update will contain many sustainability oriented themes, the City should continue to make a concentrated effort to encourage and/or require sustainable practices through new plans, policy and ordinance.

Capitalizing on the considerable resident interest regarding sustainability after the charrettes, the Planning Division has started the Birmingham Green newsletter articles. The Birmingham Green articles provide short discussions on all things sustainability/green happening across the City. In the four articles published so far, the topics covered have included the green roof on the new boutique hotel downtown, the value of urban greenspaces, sustainable practices during the winter, and encouraging additional residents interested in green initiatives to be involved in the master plan process. The articles are intended to keep the topic of sustainability fresh and keep resident interest high.

ALTERNATIVE ENERGY

In 2009, the City Commission adopted ordinance language permitting solar panels on structure roofs in all zoning districts throughout the City. Since its adoption, there have been many solar panels installed across the City, and several in the process of being approved by the Planning Board and/or Planning Division. As the Zoning Ordinance currently reads, roof-mounted solar electric systems are permitted in all Zoning Districts, with any proposals for front, street oriented systems required to come before the Planning Board or Historic District Commission for a Design Review. During a recent review, the Planning Board discussed the evolution of solar panels and their perception that aesthetics are no longer an issue that should require a full Design Review by the Planning Board. The City Commission supported this change during a joint meeting shortly thereafter.

The Planning Division is currently researching and drafting language that offers an update to the ordinance based on the feedback of the Planning Board and City Commission that will eliminate the Design Review Requirement for non-historic homes only. In addition, it was important for City Staff

(while the subject of solar panels is active) to address and update the entire section of the ordinance to remove barriers to the use of alternative energy solutions and encourage viable sustainability efforts. The proposed updates add requirements for new and emerging technologies such as solar shingles and solar energy storage, as well as potential options and subsequent requirements that were not included in the original language, such as ground-mounted solar electric systems. As solar energy products have lessened in cost and improved in function, the City has recognized that solar energy may be a popular sustainable option for homes, and has begun to remove barriers to such.

HISTORICAL PRESERVATION

Often forgotten in discussions regarding sustainability is the topic of historical preservation. Aside from protecting the character, architecture and neighborhood structure of a city's past, historical preservation can reduce a city's carbon footprint and drastically reduce the massive amount of construction waste that is sent to landfills each year. The City of Birmingham has two boards/commissions dedicated to historical preservation in the City, with added support from the City Commission. The City is also a Certified Local Government, which qualifies the City for several grants, technical support, and education from the State Historic Preservation Office. In early 2020, the Planning Division will be meeting with the Historic District Commission and Historic District Study Committee to set goals for the year, which will include grant applications, training, marketing, and surveys for the purpose of preserving Birmingham's history.

GREEN INFRASTRUCTURE

For the last 100 years, the United States has been a predominantly urban society. As cities continue to develop and sprawl into greenspace, the problem of urban stormwater management has compounded into one of the paramount socio-environmental issues affecting cities. The old guard; the grey stormwater infrastructure built to quickly and efficiently direct stormwater to treatment or receiving water body, has been re-assessed and is no longer considered the solitary solution to the issue. Green stormwater infrastructure, such as bioswales, rain gardens, and green roofs have gained steam as a valuable addition to urban infrastructure for the many environmental and functional benefits it provides. The City of Birmingham has recently caught on to this, and has been applying green infrastructure techniques in several places from City policy & planning to municipal construction projects:

1. **STORMWATER CREDIT PROGRAM** - In January of 2017, the city passed a Storm Water Utility Ordinance allowing property owners to earn credits to reduce their utility fees when they adopt methods to decrease the amount of storm water runoff generated by their property. This includes methods such as rain barrels, rain gardens/ bio-swales, infiltration trench, cistern, pervious pavement, disconnecting of the footing drain, low impact development building and site measures, and enhanced retention. The amount of credit offered depends on the method, property size and runoff potential. Options for both single family residential and non-single family residential, which includes multi-family, institutional, recreational, commercial and parking were offered. However, the City's Engineering Division has only received a minimal amount of applications since the policy was adopted.
2. **PARKING LOT 6** – While designing the Municipal Parking Lot No. 6 Rehabilitation project, the City incorporated green infrastructure in the form of a bioswale on the property adjacent to Rouge River. This is an excellent example of utilizing green infrastructure techniques to protect environmentally sensitive areas like the river and existing wetlands. The project also won the Community Landscape Beautification Award in 2019, which recognizes community projects that improve the physical and aesthetic environment. This emphasizes how green infrastructure can also benefit the visual appearance of an area in a positive way.

3. ALLEY IMPROVEMENT PLAN – In the Alley Improvement Plan (AIP) that was introduced in 2018, several phases were created to address cleanliness and walkability issues present in the City’s alleys and to support the Strategy for Alleys and Passages, and the Via Activation Overlay District. Currently, Phase 5 of the AIP aims to tackle the problem of impervious surfaces and stormwater in the City’s alleys and passages. Although Phase 5 has yet to be embarked upon, its proposals revolve around the current paving requirements for alleys and passages and the potential to diversify those options to include permeable pavement or pavers to help reduce the amount of stormwater that enters the combined sewer system. Permeable pavement will also reduce standing water.
4. GEORGE W. KUHN DRAINAGE DISTRICT STANDARDS – The Oakland County Water Resources Commissioner, SEMCOG and OHM Advisors teamed up in the fall of 2019 to introduce a multi-community effort to reduce the amount of stormwater runoff that enters the George W. Kuhn (GWK) drainage district. This effort developed from new permit requirements from the National Pollutant Discharge Elimination System. The project goals are to reduce runoff volume in combined sewer systems, improve water quality, protect infrastructure & downstream properties, facilitate redevelopment, enhance community quality of life, and increase resilience & reduce urban heat island effects. This will be done through municipal audits of current stormwater standards/practices, an assessment of friendliness to green infrastructure and community specific changes, a triple bottom line analysis, and ongoing collaboration with communities in the GWK District. The City of Birmingham has been involved from the beginning, and will continue to provide input throughout the report drafting process, and will subsequently address the recommendations for green infrastructure when they are produced.

In essence, the City has a substantial sustainability base that can readily be built upon. There is policy in place, and there are plans adopted that support the ideas and action items presented in this memorandum. The City is on par with the region in terms of its commitment to alternative energy and historical preservation, but an opportunity exists to show increased commitment to sustainability, perhaps becoming a regional leader, by moving forward with green infrastructure. Next step could include preparing a green infrastructure proposal to outline high-level ideas, goals & objectives, and research into what green infrastructure (GI) could be in Birmingham. This would start a discussion within the City as to how we may create a plan/initiative/strategy that would start chipping away at the problem of urban stormwater, especially in our dense commercial areas. Some aspects of this proposal are currently active through the GWK discussions, and a fine example of incorporating GI into municipal projects was completed in the Lot 6 Rehabilitation project. The City could also consider a residential rain garden program as part of the City’s stormwater strategy. Based on the 2040 Master Plan survey findings, residents are likely to be supportive of these and other such sustainability proposals.

DATE: January 25th, 2020

TO: Joseph A. Valentine, City Manager

FROM: Brooks Cowan, City Planner

APPROVED: Jana Ecker, Planning Director

SUBJECT: Downtown Overlay Standards

INTRODUCTION:

The City Planning Division has received a number of applications that fit into a gray area of the Zoning Ordinance where more clarity would be of use for all parties involved. Numerous inquiries regarding uses downtown that do not meet the current Zoning Ordinance standards have been turned away, though they appear to be in line with goals of the Downtown Birmingham 2016 Plan. In regards to long range planning, the Planning Division has identified three zoning issues within the Downtown Overlay District standards to be discussed for minor changes in order to enhance the Downtown Overlay District's ability to meet the goals of the Downtown Birmingham 2016 Plan.

BACKGROUND:

Design: The Planning Department has dealt with a few applications suggesting quality material that do not fit under the category of any materials listed in the Zoning Ordinance's Downtown Overlay standards. Article 3.04(E) of the Zoning Ordinance states:

At least 90% of the exterior finish material on all facades that face a street shall be limited to the following: glass, brick, cut stone, cast stone, coarsely textured stucco, or wood. Dryvit or E.F.I.S is prohibited.

The City Commission may wish to evaluate broadening the architectural materials permitted in the Downtown Overlay Standards so that it permits a greater range of options. Architecture and design is constantly evolving and the wording of the Downtown Overlay District's permitted materials could be more conducive to innovations in architectural design and materials.

Uses: The Planning Department has dealt with a number of inquiries regarding health club/studio uses in the downtown, specifically related to yoga and pilates in a number of cases. Currently, uses such as yoga, pilates and pure barre are classified as a Health Club/Studio use. This use is only permitted in the B3 zone which encompasses D3, D4, and D5 of the Downtown Overlay District on the southeast end of downtown from Birmingham Place to the 555 Building.

One issue is that uses such as yoga and pilates are grouped into the same category as big box gyms such as Lifetime Fitness, LA Fitness, and Planet Fitness. Specialty studios such as yoga and pilates tend to be much smaller than commercial gyms and have less capacity to create the same amount of traffic as a big box gym.

Another issue is that the ordinance does not allow flexibility for mixed-use uses that combine a health club/studio with retail or a food and drink establishment. Applicants have requested to place athletic wear clothing and a smoothie bar in the front of the space to meet their retail requirement while hosting yoga classes in the back. This experience based concept of retail, food and yoga was denied because health club/studios are not permitted downtown.

A third issue is that building owners have requested to occupy smaller spaces in their basement and upper floors with a health club/studio use but have been denied due to the ordinance use standards. The first floor retail was occupied by a premium paying retail tenant but the owner had to find a different tenant for the smaller basement and upper floor spaces due to the ordinance.

New York City recently dealt with the issue of yoga versus fitness gyms in 2017 and amended their Zoning Ordinance to include Yoga as a Retail Service Establishment. The conditions of approval were that the instructional area shall not exceed 1500 square feet and cannot be an accessory to a fitness gym or similar facility. Adopting a similar policy towards these types of experienced based retail uses could help promote a greater mixed use, live-work-play environment in the Downtown Overlay District.

First Floor Lobbies: The Planning Department has also dealt with inquiries as to what qualifies as a lobby and how large they can be. Article 3, Section 3.06(C)(6) states that:

Buildings that have frontage along the required retail frontages, as specified on the Regulating Plan, shall consist of retail with a minimum depth of 20 feet from the frontage line within the first story. Lobbies for hotels, offices, and multiple-family dwellings may be considered as part of the required retail frontage, provided that any such lobby occupies no more than 50% of the frontage of said building.

Newer buildings such as the Paladium at 260 N. Old Woodward and the UBS Building at 325 N. Old Woodward sit on corners facing the retail frontage line on both sides and have building frontages of 380 to 420 feet. This means that a lobby could occupy 50% of the frontage and take up an entire block due to the positioning of the building.

The examples mentioned above have true lobby areas that provide access to upper floor office and residential spaces that are separate from the main floor retail use. They also have tenants on the first floor claiming that the first 20 feet of their tenant space is used as a lobby for the office use in the space immediately behind it. This has led to a gray area in terms of what constitutes a lobby in order to be incorporated in the retail requirement. There is also some debate in regards to the intent of the ordinance and whether or not the 50% rule should be applied to the building a whole or each individual tenant space along the first floor of the building.

Clarifying what constitutes a lobby, how lobbies fit into the retail requirements and the goals of the Downtown Overlay District, and what first floor uses may be permitted behind the lobby space would be appropriate.

DATE: January 15, 2020

TO: Joseph A. Valentine, City Manager

FROM: James Gallagher, Assistant to the City Manager

SUBJECT: Quarton Lake Backyard Sewer Lining Program Update

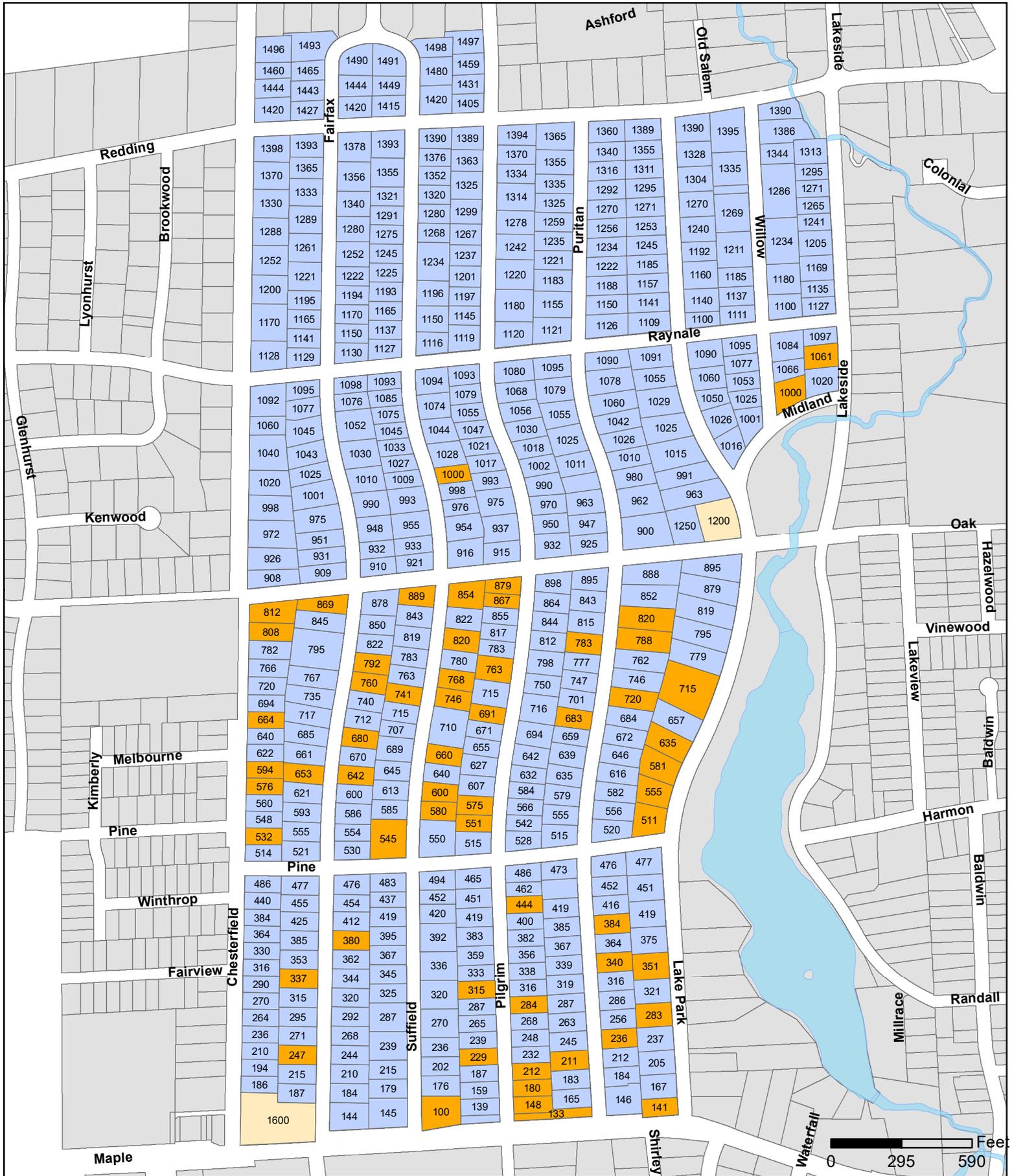
In 2011, the Engineering Department presented a Backyard Water and Sewer Systems Long Term Master Plan for the Quarton Lake Estates neighborhood. Quarton Lake subdivision was constructed in the 1920's and 1930's with a unique backyard sewer system that is both difficult to maintain due to its location and is reaching the end of its lifespan. After much analysis, the City has determined that it is the most practical to maintain this sewer for the long term rather than abandoning it and installing a new sewer.

When the sewer system was built, most of the homes did not include any easement allowing the City legal access to the properties for future maintenance. Following our counsel's direction, City staff have worked for several years trying to acquire all of the easements needed to complete this rehabilitation project.

The City has made significant progress on acquiring easements and lining backyard sewers North of Oak. Currently, our primary focus are the remaining homes that have yet to sign an easement agreement North of Oak, as well as the three homes along Fairfax. In addition to working with the local neighborhood association, City staff have written numerous letters requesting their cooperation, attempted to telephone holdouts whenever we had those numbers, and even visited the home in hopes of discussing the importance of this project.

A mailer was sent to 12 homes in our project area in August 2019 and October 2019. Those letters, along with follow up phone calls, allowed us to receive three completed easement agreements. We will continue to focus our efforts in key blocks where there are only a few remaining properties that have still not signed easement documents. It is our hope, with the resident's cooperation, that four additional blocks within the Quarton Lake area will be lined later this year. The attached map indicates the remaining properties that still have yet to submit signed easements.

Quarton Lake Easement Status

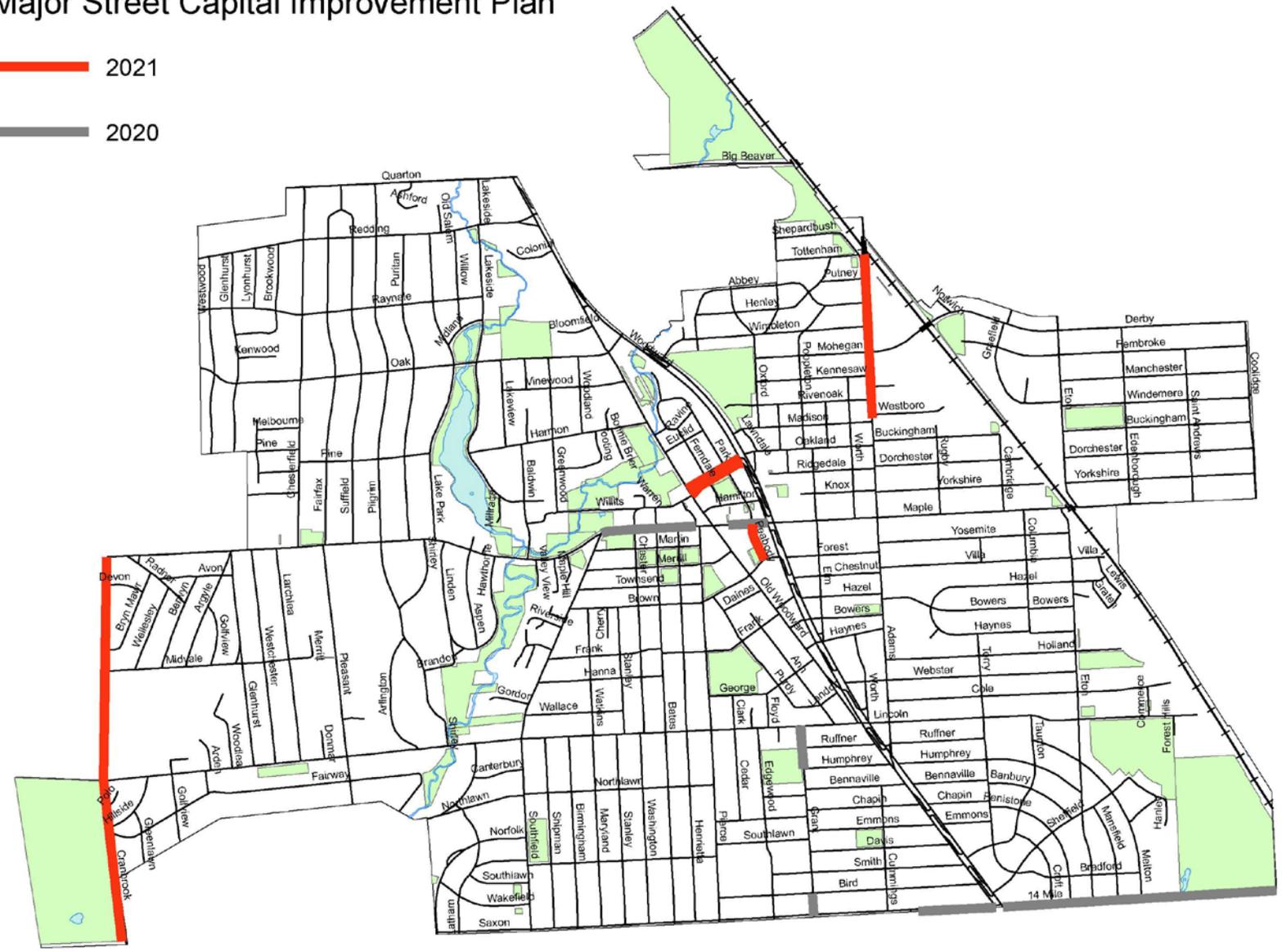


Need Easement
 Have Easement
 Easement Not Needed



Major Street Capital Improvement Plan

- 2021
- 2020

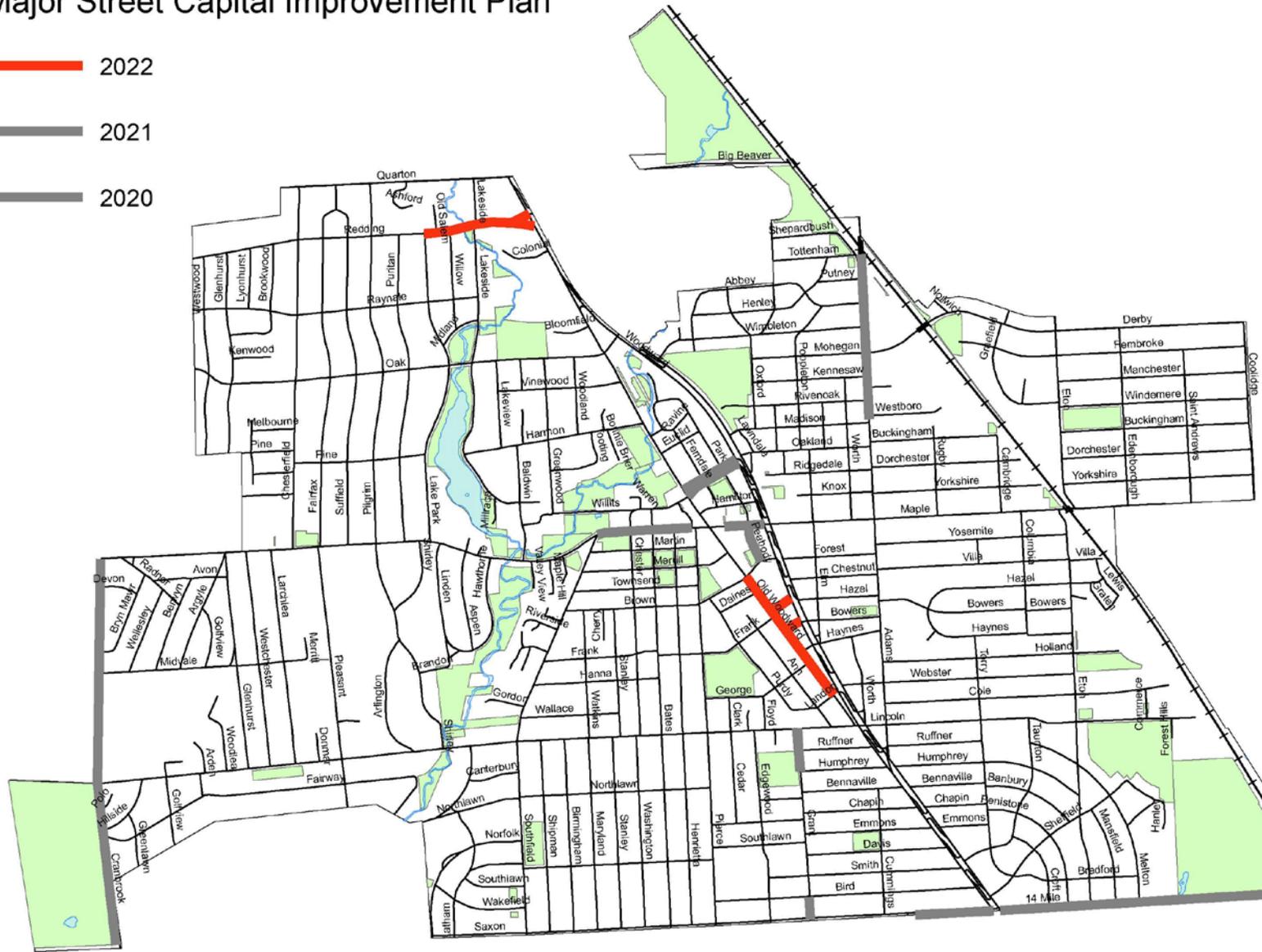


Major Street Capital Improvement Plan

2022

2021

2020





MEMORANDUM

Engineering Department

DATE: January 14, 2020

TO: Joseph A. Valentine, City Manager

FROM: Austin W. Fletcher, Assistant City Engineer

SUBJECT: Stormwater, Asset Management and Wastewater (SAW) Grant Update

As you may know, the City applied and received a grant to further develop an Asset Management Plan (AMP) for its wastewater and stormwater collection systems through the Michigan Department of Environmental, Great Lakes & Energy (EGLE, formally MDEQ) under the program for Stormwater, Asset Management and Wastewater (SAW). The following highlights the progress made of the past two (2) years:

Administration:

- Grant Amount: \$1,614,167 (\$315,833 City Match).

Asset Inventory:

- The City of Birmingham was able to enhance their existing GIS database of stormwater and wastewater features.
- Upgrades to accommodate condition assessment data of sewers and manhole structures, attributes such as installation date, size, material, lined, structural scores, and several hundred additional fields. The City was able to inventory several hundred new sewer structures not previously mapped.
- The City was able to digitize several hundred record drawings and hyperlink them to the GIS database.

Condition Assessment:

- Condition Assessment was performed over the course of two (2) years.
- Approximately 54% of the City's wastewater manholes and 58% of the stormwater manholes were assessed for structural condition using NASSCO's MACP Level 1 grading system.
- The City partnered with Doetsch Environmental Services, Inc., to clean and assess 97,076 feet of combined and sanitary sewer and 31,308 ft of stormwater sewer using the NASSCO PACP grading system.

Asset Criticality:

- Probability of Failure (POF) and Consequence of Failure (COF) factors were developed and added to the City's GIS database.

- The Business Risk Evaluation (BRE) score for each asset was calculated by multiplying POF and COF in order to identify the assets with the greatest overall risk.

Revenue Structure:

- A demonstration of sufficiency of the system's current rate structure was made, as required by the SAW Grant Program, and submitted to the EGLE. The analysis did not show any gap between the revenue and expenditures, and therefore, a rate increase was not necessary.

Capital Improvement Plan:

- The condition data collected for the program was analyzed on a segment-by-segment basis in order to prioritize recommended repairs into year categories.
- For the system's horizontal assets, the sanitary and combined CIP was separated by priority of recommended repairs into a 0 to 5 year, 5 to 10, and 10 to 20-year range.
- The CIP plan include 146 sewer segments in the 0 to 5-year range of prioritized rehabilitation, 165 sewer segments in the 5 to 10-year range, and 94 sewer segments in the 10 to 20-year range. The CIP also includes 307 manhole structures with recommended rehabilitation methods.
- Based on root defects, areas of the city were prioritized for root treatment based on the \$100,000 annual budget amount.
- The City also used the BRE score to assign and update sewer ratings grouped on the City's blocks layer.

The City's wastewater assets are updated in the City's GIS database. As more data is populated in the City's databases (water main and road), the analysis performed in this program can be re-run continually. Mapping can be updated as improvements are made in the system and the City's critically of assets can be reviewed each year. The information obtained from this grant can be combined with the City's road and water assessment data, thus allowing the City to better prioritize Capital Improvement Projects in the future.



MEMORANDUM

Engineering Department

DATE: January 16, 2020
TO: Joseph A. Valentine, City Manager
FROM: Austin W. Fletcher, Assistant City Engineer
SUBJECT: Maple Road Reconstruction – Phase II

As you are aware, the City will be reconstructing Maple Road this Spring similar to what was done on Old Woodward in 2018. Maple Road will be reconstructed between Chester Street and Woodward Avenue with the exception of a small section on either side of Old Woodward, which was completed in 2018. In addition, Maple Road between Southfield Road and Chester Street will be resurfaced and the Southfield/Maple Road intersection will be re-aligned to make in perpendicular to Maple Road.

The Engineering Department is in the final preparation for the start of the project. The following are highlights of these preparation and associated timelines:

- Baiting of the Sewers – Now to the beginning of the project;
- Project Advertised by MDOT – January 17, 2020;
- Mast Arms and Poles Ordered – Early February 2020;
- Video Inspections of the inside and outside of building within the project area – February 2020;
- Bids to be received by MDOT – February 7, 2020;
- Removal of Holiday Lighting on the existing City trees in the project area– February 2020;
- Project Awarded by City Commission – February 24th or March 9th (dependent on MDOT);
- Removal of Existing City trees within the project area – Early March;
- Removal of Existing Parking Meters – Early March;
- Construction to begin – Mid to End of March 2020 (weather dependent);
- Mast Arms arrive on site – by July 1, 2020;
- Project Completed – End of July / Early August 2020;

During construction, Maple Road between Chester Street and Pierce Street and between Old Woodward and Park Street will be completely closed for the duration of the project. Traffic will be re-directed north and south utilizing the 'Ring Road System' (Oakland/Willits and W. Brown). Pierce Street and Old Woodward will remain open and accessible for the duration of the project. At some point during the project, Southfield Road at Maple Road will be closed for several weeks (timeframe is unknown until a project schedule is provided by the selected contractor). During the closure, Southfield Road traffic will be re-directed to Chester Street and W. Brown Street with two-way traffic maintained on Maple Road.



MEMORANDUM

Birmingham Shopping District

DATE: January 25, 2020
TO: Joseph A. Valentine, City Manager
FROM: Ingrid Tighe, BSD Executive Director
SUBJECT: 2020-2021 Long Range Planning Presentation

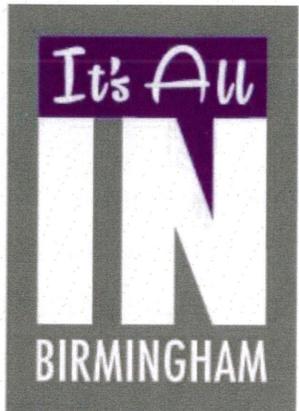
The Birmingham Shopping District will provide an overview of the BSD and its four areas of operations and also highlight last year's accomplishments in these areas. Additionally, a summary of the BSD's retail attraction plan for downtown Birmingham in the 2020-2021 fiscal year will be presented. Last, we will review the BSD's plans for the upcoming Maple Road reconstruction.

1. The BSD has four areas of focus:
 - a. Maintenance and Capital Improvements – snow removal for businesses, flower baskets and planters, holiday lights, power washing sidewalks
 - b. Marketing and Advertising – Birmingham Magazine, event promotions, BSD public relations, marketing campaigns via print, social media, broadcast, etc.
 - c. Special Events – Farmers Market, Winter *Markt*, Birmingham Dream Cruise, Movie Night series, Restaurant Week, Day on the Town
 - d. Business Development – Business retention and attraction
2. Retail Attraction Strategy:

BSD retail occupancy rate is 96% and the office occupancy rate is 90%.

 - a. Retention – work with existing businesses to help them thrive and grow. This includes connecting businesses to resources such as the Oakland County Business One Stop complementary counseling services. Additionally, the BSD implemented a Birmingham gift card program and professional speaker series.
 - b. Attraction – three prong approach to attract retailers that are a) local b) regional c) national. As part of the effort to attract national retailers, the BSD retains a retail consultant to help identify strong, prospective retailers for the city. Additionally, the BSD works with local real estate brokers to educate them on opportunities. The BSD attends national and local ICSC conferences. Last, the BSD markets Birmingham in retail real estate trade publications.
3. Maple Road Reconstruction:
 - a. Birmingham Bonus Bucks
 - b. Complementary Valet
 - c. Special events – cash mobs, touch-a-truck, etc.
 - d. Serve as liaison between businesses and city/construction company.

Birmingham Shopping District 2019 Year in Review



The Shopping District



Birmingham Shopping District
151 Martin St. Birmingham, MI 48009
248-530-1200
www.allinbirmingham.com
info@allinbirmingham.com

Birmingham Shopping District

Benefits and Services

Established in 1992 under Public Act 146, the mission of the Birmingham Shopping District (BSD) is to “strive to provide leadership in marketing, advertising and promotion of the Birmingham Shopping District. The BSD actively works to promote a district that is attractive, clean, safe and pedestrian-friendly and ensure that the district continues to serve as a center for business, service, social and community activities.” To this end, the BSD provides many programs and services that assist businesses, property owners and the entire business district.

In 2019, the BSD hosted many signature events throughout the year such as the weekly Farmers Market, Day on the Town annual sidewalk sale, the Birmingham Cruise event, the city holiday tree lighting and European themed Winter *Markt*. The BSD promoted downtown retailers and restaurants in numerous marketing campaigns throughout the year and the team worked actively behind the scenes to attract new businesses to Birmingham. Last, the BSD continued to beautify the city with projects such as the gorgeous hanging flower baskets and holiday lighting in downtown. All of these initiatives and services provided by the BSD are with the goal of helping property owners and downtown businesses in the district thrive and succeed. The following report highlights the Birmingham Shopping District's success in 2019 in four main areas of operation: Marketing and Advertising, Special Events, Business Development, and Maintenance and Capital Improvement. We look forward to continuing the positive momentum and helping downtown Birmingham prosper in 2020 and beyond!

In a recent shopper survey, a majority of the respondents said they like Birmingham's appearance and atmosphere. National experts say that a vibrant downtown like Birmingham creates a healthier community, giving residents and employees who work there a higher quality of life. Along with these high quality attributes come higher property values for commercial and residential owners.

Birmingham Shopping District

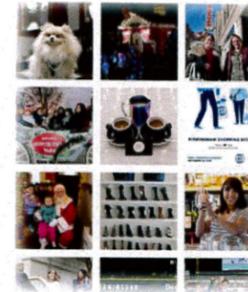
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Marketing and Advertising:



- 10,300 **Facebook** & 3,500 **Instagram** followers (15% and 30% increase respectively from 2018)
- Published & mailed **Birmingham Magazine** to 50,000 households & businesses
- 15 live TV appearances promoting downtown retailers and restaurants i.e. Channel 4 “Live in the D”
- 103,500 broadcast & on-demand cable TV commercials aired
- 66 newspaper & magazine ads
- Manages www.AllinBirmingham.com
- 15 marketing campaigns throughout year
- Radio ads, billboards, signs, posters, and more...



Special Events:



- Summer **Movie Night** series – 2,000 attendees
- **Restaurant Week** - 22 restaurants participated



- **Farmers Market** - 65,000 visitors, 90 vendors
- **Birmingham Dream Cruise** – 1.5 Million visitors to Woodward & Birmingham Cruise event, displayed new 2020 Corvette Stingray, 300 classic cars
- **Day on the Town** Annual Sidewalk Sale – Thousands of Metro Detroit shoppers
- **Holiday Shopping Season** - Santa House, Santa Walk, free horse drawn carriage rides, **FREE** valet parking, discounted Lyft rides to Birmingham, window decorating contest
- **Winter Markt** and **holiday tree lighting** – 15,000+ visitors, 65 vendors, 20 performers



Maintenance and Capital Improvements:



- 200 hanging flower baskets and planters throughout BSD
- Every snowfall, snow removal performed on 10 miles of sidewalks
- 400+ downtown trees decorated with 800,000+ holiday lights
- Power wash sidewalks
- BSD board member also serving on Advisory Parking Board



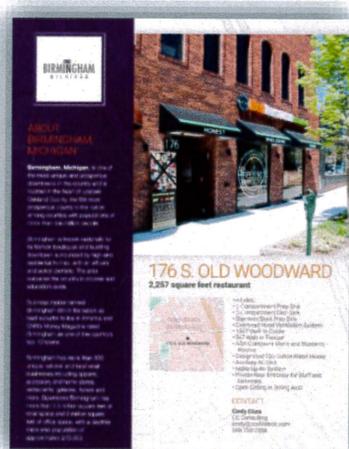
Business Development:

96% retail occupancy | 88% office occupancy

Welcomed the following new businesses:

fab'rik, Moosejaw, willow and fernn, Petite Cabane, Pernoi, The Morrie, The Colore Room, Steele Angel, Luxury Bridal Rack, Birmingham Wine Shop, BT Holdings, Splitz-n-Blitz, Hans Power & Water, R. Collective, Nalu.

(Leased spaces preparing to open: Planthropie, ABC Vintage, Seven Daughters, Ma Cuisine, Essential Nail Bar, DiMaggio Fine Art & Jewelry)



- Hired retail consultant to help recruit new stores
- Offering discounted Lyft rides to local customers
- Implemented “Birmingham Bucks” electronic gift cards
- Hired professional speakers & trainers i.e. Zingerman’s Deli
- Attended four International Conference of Shopping Center conventions to recruit retailers
- Hosted annual property owner and real estate broker round table





MEMORANDUM

Fire Department

DATE: January 15, 2020

TO: Joseph A. Valentine, City Manager

FROM: Paul A. Wells, Fire Chief

SUBJECT: 2020 Long Range Planning – Community Risk Reduction

In 2019, the Birmingham Fire Department set a long range planning goal of achieving a reduced ISO rating. One of the areas that ISO scores during its evaluation is Community Risk Reduction (CRR). Traditionally, the Fire Department focused on medical and fire emergencies. Today, the risks to the community go much further. The Fire Department is an all-hazard response department that responds to hazardous materials, natural disasters, technical rescues, and more. CRR is used to identify three key areas of assessment for the community; Life, Property, and Critical Infrastructure. Once an area of improvement is found, a five-step approach is used to reduce the risk. These five steps are education, engineering, enforcement, emergency response, and economic incentives.

The Fire Department has identified several areas of improvement in order to reduce the risk of injury or loss of property. These areas for improvement are emergency preparedness, fire prevention, injury prevention, and early CPR/AED administration. The department has assigned a firefighter to help oversee a new Community Risk Reduction Program that will address some of the hazards that have been identified for needed improvement.

Emergency Preparedness: With the increased amount of extreme weather emergencies, the community needs increased awareness in order to prepare for a long-term shelter-in-place situation. Information for this is provided on the City's website in the Fire Department section. Also, there are printed Family Preparedness Workbooks available at the Birmingham Fire Department's two stations. Informative classes will be held throughout the year that will help educate the public on how to prepare and plan for a weather emergency such as a winter storm that can lead to a long-term power outage. Having a prepared community will help to reduce the call volume during a large scale emergency. Large scale emergencies will use up a majority of Fire Department and City's resources.

The City of Birmingham operates its own PA 390 program. As a PA 390 program, the City of Birmingham has its own Emergency Operations Center (EOC). The Fire Chief is the City's Emergency Manager and heads the EOC. One main responsibility of the Emergency Manager is the annual review of critical infrastructure. This year, the EOC will focus on potential natural disasters that could create issues with flooding and property damage. Emergency preparedness will focus on the Quarton Lake Dam and the EOC will drill on the Emergency Operations Plan (EOP) that the City has created.

Fire Prevention: Currently the firefighters check each business and home they visit to confirm the occupants have the recommended amount of smoke and carbon monoxide detectors. If needed, the fire department will install a detector or two for residents. In the State of Michigan, the age of fire victims is found to be higher for people 50 years and older. The Department is concentrating our meetings/trainings with this age demographic in the city in order to attempt to reduce the risk of fire related injuries or death. This includes having group meetings with churches, schools, and senior living occupancies. Some other notable prevention programs that may help reduce fire related injuries, death, or loss of property are:

- Residential and Commercial Knox Box
- Home Safety inspections
- Pre Incident Planning
- Fire Inspections

Injury Prevention: Senior citizens are more susceptible to complicated injuries from preventable actions. Some obstacles that can lead to a slip and fall can be prevented with a home inspection or group talk. Icy conditions, poorly marked steps, lack of grab rails, and area rugs are some of the hazards the fire department has found that contribute to preventable injuries. Integrating a safety talk about hazard areas can help reduce these injuries. Providing other resources to senior citizens for support such as Birmingham Next Senior Citizen Center and the Area Agency On Aging can help prevent an injury or hardship.

Early CPR and AED Administration: Many schools, community buildings, churches, gyms etc. have an AED located in their building. Often we find occupants that work at places possessing these devices do not have the training or confidence to use them. The Department has started to expand its free AED training to these facilities. The goal is to create a database that includes the location of each AED in the City and then provide training to as many people that have access to the AED. Along with the AED training, CPR training will be provided as well. All information obtained for the database will be shared with the City's 911 dispatch center. This information may have a positive effect on lifesaving measures for anyone suffering a cardiac effect.

By recognizing the risks to our community and implementing changes to reduce risk will help lower the amount of injuries to our citizens as well as reduce the loss of property. Overall, a successful program will provide a safer environment for our citizens and visitors to the City of Birmingham.

BIRMINGHAM FIRE DEPARTMENT

2020 LONG RANGE PLANNING



COMMUNITY RISK REDUCTION

- **3 key areas of assessment**
 - Life
 - Property
 - Critical Infrastructure
- **5 step approach**
 - Education
 - Engineering
 - Enforcement
 - Emergency Response
 - Economic Incentives



EMERGENCY PREPAREDNESS

- Family Preparedness training
 - Offer more information resources (website, social media)
 - Provide public talks
 - Update the Family Preparedness Workbook
- EOC City-wide training and critical infrastructure assessment
 - Bridges
 - Rivers
 - Dam
 - Power grid reliability



FIRE PREVENTION

- Evaluations of in-home smoke and CO detectors
- Increase residential and commercial KNOX Box
- Home safety inspections
- Pre-incident planning of target hazards
- Increase fire inspections



SEAHOLM INSPECTION 2019

INJURY PREVENTION

- Home inspections & community workshops
 - Hand rails
 - Trip hazards
 - Smoke and CO detectors

- Resources for assistance:
 - Birmingham NEXT Senior Citizen Center
 - Area Agency on Aging



EARLY CPR and AED ADMINISTRATION

- Schools
- Churches
- Library
- Community centers
- Businesses
- Movie theaters
- Gyms



CONCLUSION

- Recognize the areas of greatest risk
- Develop a plan to reduce the risk
- Implement the plan
- Achieve a safer community
- Questions?





MEMORANDUM

Police Department

DATE: January 10, 2020
TO: Joseph A. Valentine, City Manager
FROM: Mark H. Clemence, Chief of Police
SUBJECT: 2020 Long Range Planning Topics

Long Range Planning – Police Department

1. Michigan Association of Chiefs of Police Department Accreditation Program

In 2019, the police department began the process of investigating how to become an accredited department through the Michigan Association of Chiefs of Police (MACP) Accreditation Program. Accreditation status represents a significant professional achievement. Accreditation acknowledges the implementation of written directives, policies and procedures that are conceptually sound and operationally effective. There are two key components in getting started. One, to convert all current policies and procedures from written to electronic form within a new program designed to facilitate a move to an all-electronic management system for the police department. In the 2019-20 budget, the police department secured funding for PowerDMS, a document management system. PowerDMS condenses written documents into a single, searchable online source that automatically disseminates, collects signatures on and tracks an organization's important policies and procedures, including:

- Policy lifecycle management
- Alert notifications
- Electronic signatures
- Side-by-side version comparison
- Dynamically link content

Two, apply for accreditation with the MACP. In the 2019-20 budget, the police department secured the necessary funding for the MACP Accreditation Program. In February of 2020, the police department will formally apply for admission. Once approved, the police department has 24 months to complete the process. Accreditation involves the following steps:

- Application for admission
- Standards review of all existing policies, procedures and documentation analysis
- Preliminary review process (mock assessment)
- Final review process (final assessment)
- Accreditation award

It is the goal of accreditation to assist the command staff to provide effective and comprehensive leadership through professionally based written directive and policy

development that is directly influenced by a law enforcement program that is comprehensive, obtainable and based on standards that reflect the delivery of professional police service.

2. Active Shooter Response Tabletop Exercises

It is no secret that the issue of active shooter response (ASR) has been and will continue to be a primary concern for our country and for law enforcement. Active shooter situations are unpredictable and evolve quickly. The police department must remain vigilant regarding prevention efforts and aggressively train to better respond to ASR incidents. In 2018 and 2019, the police department assisted the Birmingham Public Schools and many private schools in adopting the most up to date and comprehensive ASR response methodology, the ALICE system. The police department has two officers who are fully trained in the ALICE system and provide training to local businesses, schools and religious institutions.

In 2020, the police department will conduct at least two ASR tabletop exercises. The first will consist of police department command staff members only. While all police officers receive mandatory training on threat elimination, more time needs to be spent understanding how to handle an ASR incident from its inception to completion. Command staff members will then be responsible for educating officers under their command on the line level. The following topics will be discussed:

- Threat assessment
- How to organize responding officers and outside agency personnel
- Proper use on the Incident Command System and Command Post designation
- Communication protocols
- Victim assistance
- Crime scene preservation
- Reunification protocols

The second tabletop exercise will include members of the Birmingham Fire Department command staff. It is imperative that responding police and fire personnel understand the role each organization plays in an ASR incident to insure the best possible response. There have also been recent changes in ASR response that allow for fire department personnel entrance into ASR incidents when certain criteria are present. Fire department personnel are experts in the Incident Command System (ICS) and communication interoperability. The following topics will be discussed:

- Police/Fire primary roles and responsibilities
- Integration of fire personnel into active ASR incident – Victim medical aid
- Communication protocols
- Proper Use of Incident Command System – On scene organization
- ALICE system explanation and information



MEMORANDUM

Building Department

DATE: January 14, 2020
TO: Joseph A. Valentine, City Manager
FROM: Bruce R. Johnson, Building Official
SUBJECT: Long Range Planning Meeting
Online Permitting

With construction activity within the City remaining strong, the Building Department continues to issue anywhere between 5000-6000 permits per fiscal year. Though we have added resources to help manage the workload, we are also seeking ways of utilizing our computer software to improve on and expand our services to our customers. In 2018, the Building Department implemented online inspection scheduling through BS&A, which allowed permit holders the convenience of 24 hour scheduling on their computer or smart device. This service also enhanced the residents' experience by providing them with the ability to track the progress of ongoing projects on their home. We have now been fully utilizing this system long enough to assess its time saving features and receive positive feedback from both the public and staff. Specifically, contractors like the ability to check inspection results the same day without having to call our department for follow-up. This feature also allows more time for support staff to focus on permit review and issuance as well as other daily tasks.

In order to expand on these efficiencies, and in response to a multitude of requests, the Building Department would like to broaden the scope of services it provides and add online permit acceptance. This service would also be offered via the BS&A online system currently in use. By adding this feature to our already successful online program, we would eliminate the time-consuming process of accepting and entering physical applications, while also reducing the amount of paper waste and consumption within the department. The entire permit procedure would become more streamlined and applicants would receive real time updates on their submittals throughout the review process. Currently, the system sends emails to permit holders informing them of their inspection results. With the addition of online permit acceptance, this could also include email updates regarding zoning, building and other code related review results. In addition, because a digital record is created, our internal tracking and reviewing operations will be more accurate and catalogued.

The implementation of online permitting will require substantial work within the department but we anticipate being able to accept, by early summer, routine applications that do not require the submittal of related construction documents. Larger project submittals and those applications requiring additional documentation will be accepted once we are able to familiarize users with the system.

The City's communicated long-term goals include developing more innovative and responsive methods for the services it provides to the community. In the pursuance of this common goal, the Building Department continues to seek new approaches to improve the efficacy of our own offered utilities. With the addition of online permit acceptance and digital documentation submittal, we will be taking an important step in demonstrating our dedication to these ongoing efforts. In addition, all departments in Community Development will be able to take advantage of online permits for their processes once it is fully implemented.

To: Joe Valentine, Birmingham City Manager
From: Doug Koschik, Baldwin Public Library Director
Subject: Long-Range Planning Session on January 25, 2020: Phase 3 of Baldwin's Long-Range Building Vision
Date: January 14, 2020

At the City Commission's long-range planning session on January 25, 2020, I will deliver an update on the proposed Phase 3 of Baldwin's long-range building vision. Phase 3 will improve the front entrance and Circulation area. This final phase of the project will upgrade a space that has been largely untouched for 40 years and will help Baldwin to offer amenities that are competitive with other local libraries that already have a café space and an accessible entry.

The completion of the third phase of the building project would fulfill the Library's long-range building vision, created in October 2015 and presented to the City Commission at its long-range planning session in January 2016. To support this project, we are asking for a continuation of the Library's existing millage. The Library is committed to maintaining and upgrading other areas out of its operating budget. The Grand Hall was refurbished in 2018-19, for example, and the second floor of the Library will be refurbished within the next few years.

Library Improvement Goals

- Increase value that the Library delivers to residents, businesses and visitors of all generations
- Respond to public input gathered through various forums (including surveys and focus groups)
- Balance community needs given limited resources
- Ensure Birmingham remains competitive with communities who have invested heavily in their libraries.
- Strengthen Birmingham's civic center (Shain Park, Library, City Hall, etc.)

The Library's long-range building program is divided into three phases:

Phase 1: Adult Services Renovation

Baldwin completed the renovation of its Adult Services Department in June 2017. The project was finished on time and under budget and has been well-received by patrons.

Phase 2: Youth Room Expansion and Renovation

The Youth Room Expansion and Renovation began in August 2019 and is expected to be completed and open to the public in June 2020. The project is on time and the cost will not exceed the budget presented to the City Commission in spring 2019.

The 2,000 square foot addition will provide an expanded story room and play area, additional seating, and ADA-compliant shelving. The project also includes a children's patio and garden, new exterior landscaping, and a renovation of the first-floor restrooms.

Phase 3: Front Entry, Commons & Circulation Area Expansion and Renovation

The part of the Library affected by Phase 3 is shown in Appendix A, under “Project Scope of Phase 3.” The estimated cost of Phase 3, in 2020 dollars, is \$2,050,000, as shown in Appendix B. The project will include the areas in Appendix A marked “a” and “b”, but not “c” and “d.” Area “c” is the exterior Merrill Street plaza, which is discussed later in this report. Area “d” consists solely of external skylights that were originally planned to run along the perimeter of the 1927 building. We have determined that existing artificial lighting around the perimeter is sufficient to highlight the beauty of the 1927’s brick and limestone trim, so we have removed the external skylights from the project.

Phase 3 is a long-term response to needs expressed by citizens in surveys, focus groups, and community forums that Baldwin has conducted between 2012 and the present.

Highlights of the proposed project include:

1. **New street-level entrance** with an elevator and renovated handicap ramp. This will provide improved accessibility for senior citizens, handicapped patrons, and people using strollers. Poor handicap accessibility, especially the lack of a street-level entrance, is one of the most-mentioned shortcomings of the Library that citizens have asked to be addressed.
2. **Café and collaboration space**, with tables and chairs. The café would be a dedicated space for patrons to eat and drink, located safely away from Library materials inside the main Library. The café would not be staffed but would have upscale vending machines and a microwave available for use. Alternatively, patrons may bring in carryout food from local businesses. One of the most common requests that citizens have made is for the Library to add a café with food and beverages. It would serve as a place to meet, talk, and collaborate with others.
3. **Brightening the space** with a large skylight and energy-efficient lighting. Continuing the theme of “let there be light” and “honoring the 1927 building,” which guided Phases 1 and 2, a skylight would be installed over the front entrance to add natural light and provide a view of the original building. The entrance will sparkle with light, especially at night. Poor lighting has been one of the most negative features about Baldwin mentioned by survey respondents.
4. **Improved exterior appearance**, including energy-efficient floor-to-ceiling glass and a street-level entrance that will infuse light into the currently dark entryway and integrate the Library’s front entrance and plaza with Shain Park, The Community House, and the entire community. During warm weather, this new plaza would offer additional tables and chairs, thereby mirroring Shain Park’s seating options. Surveys have shown that citizens, especially teenagers, favor some kind of outside seating.
5. **Renovation of the Circulation area to create a “commons”** connecting the three parts of the building: the 1927 Grand Hall, the Youth Room, and the Adult Services Department, which is housed in the Birkerts Addition. This would include a return to the original 1927 ceiling height, added space, and improved functionality for patrons and staff. Library users have really liked the efforts Baldwin has made so far to restore the 1927 building, and they have applauded efforts to lay out the different Library spaces in a more logical and less “chopped-up” way.
6. **Expansion of the Idea Lab**. This renovation will help to provide more space for Baldwin’s Idea Lab, which first debuted in September 2017. Utilization of the Idea Lab has increased 207% this year over last year, proving that this new Library offering has earned itself a permanent home and, indeed, more space. Baldwin has chosen to provide an Idea Lab because survey

respondents have repeatedly indicated that it is important for the Library to offer up-to-date technology.

Library Best Practices

In 2012, the Library's Building Committee conducted, in person, a detailed survey of several other public libraries comparable to Baldwin in size. Since then Library staff and Board members have continued to visit other libraries to obtain building and program ideas and have regularly surveyed library professional literature for the same purpose.

While the Baldwin Library has quite a number of strong points, it is lacking, compared to other libraries, in the following areas:

1. **Handicap access**, especially the lack of a street-level entrance. In fact, nearly every other public library in this area has a street-level entrance. Phase 3 would address the issue by installing an elevator to take people from a new street-level entrance to the Library's main level, which is five feet higher. The project would also renovate the handicap ramp, making it easier to navigate.
2. **Lack of a café and collaboration space**. Many, though not all, libraries have a café and collaboration space. Library patrons have come to expect an informal space like this, where they can eat and drink, talk to each, and engage in collaborative activities. The vending-machine café at the Bloomfield Township Public Library has proven to be one of the most popular spots in that facility. Fully-staffed cafés have succeeded in some libraries (e.g., Novi) that are distant from other eating options, but the most popular model is a café with high-end vending machines. That is what Baldwin is proposing for Phase 3.
3. **Insufficient lighting**. Baldwin used to be rather dark, and its entryway is still dark and uninviting, especially on gloomy days and at night. While the Library has succeeded in making the Adult Services Department much lighter and more appealing in Phase 1 and will accomplish the same in the Youth Room in Phase 2, its front entrance, which is the building's "public face," still needs to be addressed. Most other public libraries in the area have brighter and more inviting entrances. A major component of Phase 3 would achieve that goal by installing energy-efficient floor-to-ceiling glass, thus enclosing the curve at the bottom of the current stairs and suffusing the area with light.
4. **Outside seating** with tables and chairs is a feature at most of the other libraries we have visited. Phase 2 will add a children's patio outside the Youth Room. Phase 3 would add seating right inside the new glass wall, by the entrance, and in warm weather, tables and chairs would be placed outside—on the patio—as well.
5. With the advent of self-checkout machines and automated check-in and sorting systems, both of which Baldwin now own, the space needed for public library circulation desks has diminished. Newer public libraries have circulation desks with smaller footprints. Phase 3 would involve re-imagining **Baldwin's Circulation Desk**, decreasing its size somewhat, and making it fit better into the flow of the Library. A strong presence is still needed at the Circulation Desk, for Baldwin patrons have illustrated a strong preference for a human-staffed desk, where they can talk to Library staff. (Only 25% of Baldwin's circulation is conducted through self-check machines, whereas other public libraries have experienced a self-checkout rate of over 50%.) The project would also strive to create a true "commons" in this space, which lies at the heart of the building, right inside the entrance.

6. One area where Baldwin is very strong compared to other libraries is technology. For example, it possesses a vibrant *Idea Lab*, which most other libraries in the area still do not have. And those libraries that have some kind “makerspace” have not seen the degree of success that Baldwin has. Baldwin’s Idea Lab started out small in 2017 and is now bursting at the seams. Phase 3 would allow us to increase the Lab’s space in a highly visible location, at the very center of the building. It would allow us to build upon the Library’s existing strengths in providing STEAM (science, technology, engineering, arts, and mathematics) education to patrons of all ages.

Process

Baldwin intends to proceed with the design of Phases 3 in the same way it did with Phases 1 and 2. When the City Commission signals its approval to move ahead, the Library and City would issue an RFP and select an architect in a manner approved by the City. The architect would work with the Library Board and Library Administration—and, whenever appropriate, with City government—to develop a conceptual/schematic design. The Library would solicit input from Library staff and the public. It would also consult various City boards and committees, especially to the extent that the design affects the exterior look of the building. The City Commission would have the final decision on approving the designs.

The precise features to be included in Phase 3 would be decided at the schematic design and design development stages. The features and costs described in this document are the most accurate ideas possible at this stage in the process.

Timeline

Assuming that the public and City Commission are willing and financing is available, the Library Board would prefer to proceed with the construction of Phase 3 in 2023, which would cost approximately \$2,300,000 in 2023 dollars. The previously estimated start date for Phase 3 was 2022, but the Library is now proposing 2023. The Library has to re-build its fund balance after Phase 2, and the fundraising we accomplished for Phase 2 (\$230,000) would be difficult to match again. Additionally, the extra year would allow more time for Library staff and patrons to recover from the construction disruptions of Phases 1 and 2.

Note that once the beginning construction date of Phase 3 has been chosen, the start of the design process (architect selection, conceptual design, schematic design, design development, construction drawings, and bidding) would need to begin at least 18 months in advance.

Costs

The new cost estimates for Phase 3 were developed with the help of input from Luckenbach Ziegelman Gardner Architects and a construction company. They reflect the changes that we have seen in the construction industry in the past four years and are therefore higher than the cost originally estimated in 2016.

Re-Development of the Merrill Street Plaza

The original three-phase plan included the creation of a new plaza outside the front entrance. Upon further reflection, we recommend removing the re-development of the plaza from Phase 3 for the following reasons:

- The Library would like to see City of Birmingham stakeholders share input on the new plaza as part of a larger, City-coordinated plan for the west end of the municipal campus facing Shain Park, adjacent to The Community House.
- Development of a new plaza is a desirable, but not critical, portion of the Library's three-phase renovation program.
- The cost of re-doing the exterior plaza would exceed four years of additional millage and would be unaffordable to the Library.

The Library can proceed with Phase 3 and then tackle the exterior plaza at a later date, should the City wish to move forward with the project.

If a City plan for the plaza is developed, funding options for it would need to be considered. One option might be extending the levy of the full Library millage, up to the Headlee cap, for an additional year or two beyond FY 2024-25.

Conclusion

We are hoping that the City Commission will agree to complete the Library's three-phase building plan, originally proposed to the Commission in 2016, by planning to move ahead with Phase 3 of the plan in 2023. This would require a continuation of the existing Library millage through FY 2024-25. The Library millage currently consists of 1.1 mills for operating expenses, plus additional millage, up to the voter-approved maximum millage cap, for building improvements. Since FY 2016-17, the Library has been collecting the Headlee maximum millage, which gets lowered every year because of the Headlee cap, for its three-phase building program.

Appendix A

Project Scope of Phase 3

The designs on the following pages were developed jointly by Luckenbach|Ziegelman|Gardner Architects LLG and the Baldwin Public Library Board of Directors and Library Staff.



Exterior View from South (Merrill Street), Showing Conceptual Design of Phase 3

Project Scope Phase 3 | Conceptual Design

a
CIRCULATION
 REMOVE EXISTING DROP CEILING
 EXPOSE / RESTORE EXISTING CONCRETE
 COFFER CEILING (MATCH PH 1 COMPUTER LAB)
 NEW LIGHTING
 NEW FFE / CIRCULATION DESK & CARPET (RE-CARPETED IN PH 1)
 STAIRWELL RENOVATION: PAINT, CARPETING, WOODWORK, LIGHTING

b
NEW ENTRY
 REMOVE CONCRETE STEPS
 NEW STAIRS UP TO LEVEL 1 FROM GRADE
 NEW GLASS ELEVATOR
 NEW SKYLIGHT AREA (700 SF +/-)
 NEW GLASS STOREFRONT ENCLOSURE (82 LF +/- / 1200 SF AREA)
 RAMP RENOVATION W/ NEW GLASS RAIL
 NEW STAFF DESK
 POSSIBLE RELOCATION OF BOOK SORTING & RETURN
 NEW LIGHTING, HVAC & INTERNET TECHNOLOGY

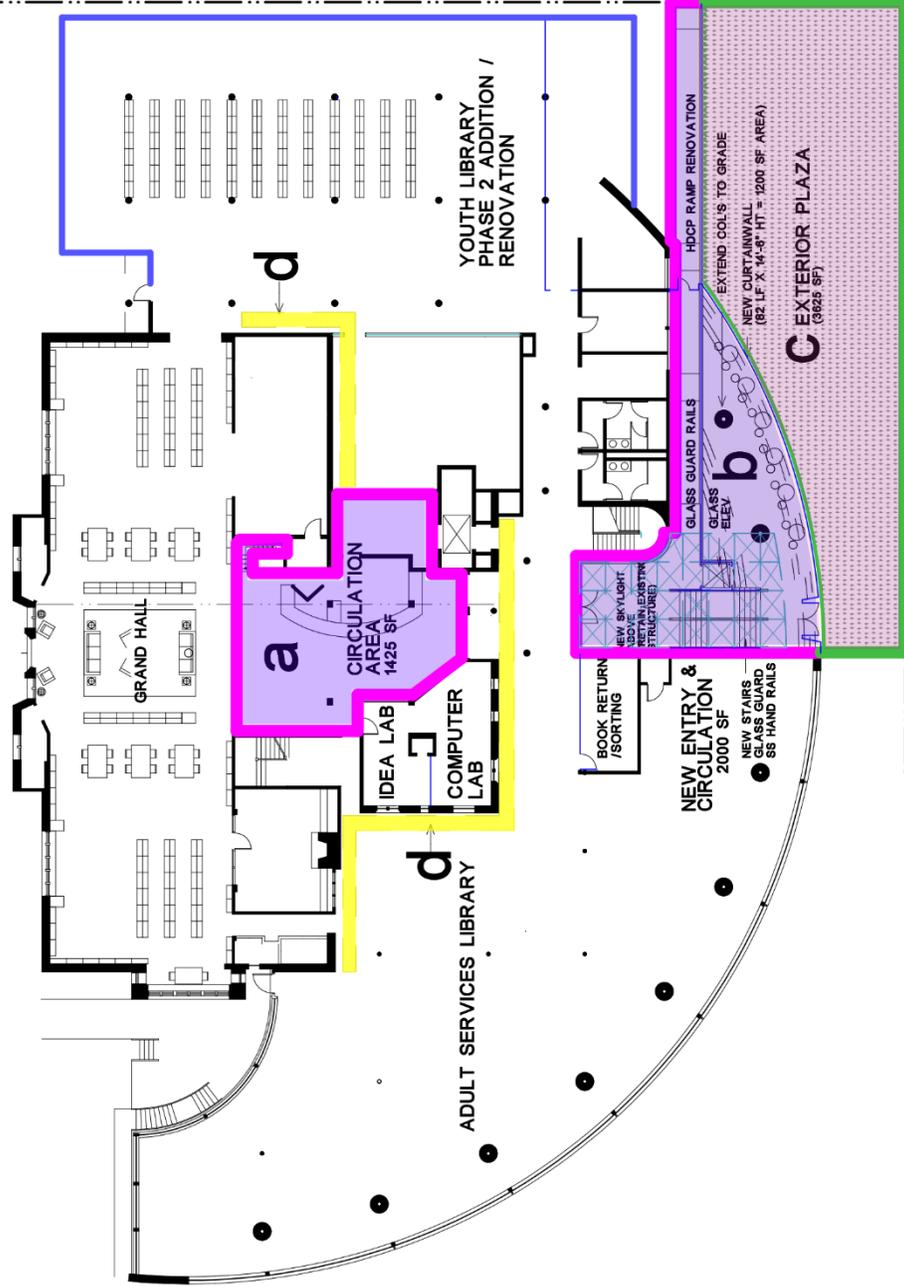
c
EXTERIOR ENTRY PLAZA
 REMOVE EXISTING CONC WALKS / SLABS
 NEW GRANITE PAVERS (MATCH SHAIN PARK),
 LIGHTING, LANDSCAPING

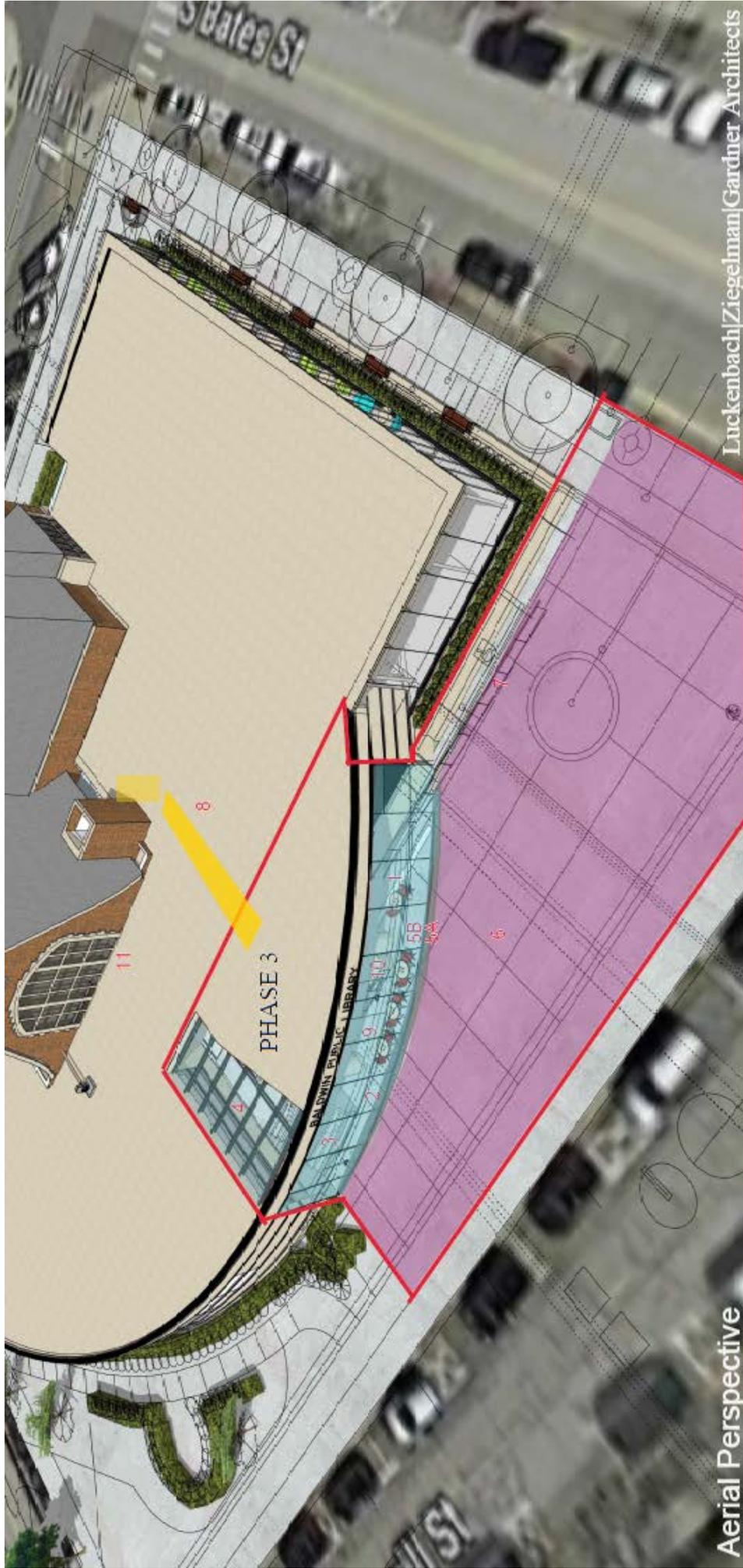
d
SKYLIGHT OPTION:
 NEW SKYLIGHTS IN ROOF TO SEPARATE 1927 LIBRARY
 FROM 1960 & 1980 ADDITIONS IN LIEU OF LIGHTING COVES



Space Plan - Phase 3 Baldwin Public Library

Luckenbach|Ziegelman|Gardner Architects
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Aerial Perspective

BPL - Baldwin Public Library / Phase 3

Luckenbach|Ziegelman|Gardner Architects

Project Scope

- 1 DEMOLITION OF EXISTING CONC STEPS
- 2 NEW CONC SLAB ON GRADE FLOOR
- 3 NEW STAIRS AND RAILINGS
- 4 NEW SKYLIGHT/CEILINGS/LIGHTING
- 5A NEW FOUNDATION &
- 5B CURTAINWALL ENCLOSURE (Bird Friendly)
- 6 NEW COURTYARD AND LANDSCAPING
- 7 DEMO AND REDUX OF RAMP GUARDRAIL
- 8 NEW ROOFTOP MECHANICAL/HVAC
- 9 NEW CARPET
- 10 NEW FURNITURE, FIXTURES, EQUIP
- 11 INTERIOR CIRCULATION AREA RENOVATION

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Appendix B

Phase 3 (Entrance & Circulation) Cost Estimates, Revised January 2020

Circulation Area Construction & FFE (Furniture, Fixtures, Equipment)	\$300,000
New Entrance (Including Elevator) Construction & FFE	\$1,090,000
Other Construction	\$350,000
Architectural & Engineering Fees	\$195,000
Owner's Contingency (6%)	<u>\$115,000</u>
Total	\$2,050,000
<i>Estimated cost in 2022 dollars (8% increase over 2020)</i>	<i>\$2,214,000</i>
<i>Estimated cost in 2023 dollars (12% increase over 2020)</i>	<i>\$2,296,000</i>
Optional Add-Ons:	
1. Plaza with exposed aggregate concrete (in 2023 dollars)	\$405,000*
2. Plaza with granite trim and concrete pavers (in 2023 dollars)	\$585,000*
Additional Library Millage up to the Headlee cap	\$2,158,876

The additional Library millage listed above is the total for fiscal years 2021-22, 2022-23, 2023-24, and 2024-25. This amount has been calculated using estimates provided by the City of Birmingham's Finance Department. Note that the additional millage for FY 2020-21 (approximately 0.2480 mill) will be dedicated to the completion of Phase 2—the Youth Room expansion and renovation. The millages from FY 2021-22 through FY 2024-25 (dropping from approximately 0.2250 to approximately 0.1584 mill over the course of four years) would pay for Phase 3.

These costs include general conditions and construction phasing.

The Library is committed to keeping the costs of the project as low as possible. Some value engineering may be necessary once the bids have been received.

The Library would meet the shortfall between the cost of the project (\$2.3 million) and the amount from the additional Library millage (\$2.16 million) out of its reserves and Trust.

*If the plaza were to be upgraded separately from the Phase 3 construction project, an additional charge of approximately \$100,000 for general conditions and other standalone costs would need to be added to the above total.



MEMORANDUM

Birmingham Museum

DATE: January 10, 2020
TO: Joe Valentine, City Manager
FROM: Leslie Pielack, Museum Director
SUBJECT: Museum Long Range Planning Report

The Birmingham Museum will focus on the following priorities for 2020:

1. Updating the 2017-2020 Strategic Plan for 2021-2024. The museum has made significant strides in implementing strategic plans since 2013. During 2020, we will be evaluating and updating the **Birmingham Museum 2017-2020 Strategic Plan for 2021-2024.**

The fast changing pace of social media culture has had a transformative effect on how museums meet the needs of their audiences, especially through an enhanced sense of personal connection to a museum and its collection. Through public programs and other active engagement, the Birmingham Museum has developed a broader reach, which has increased our physical visitation and visibility as well as donations of artifacts and funds.

- Public program attendance and site visits have increased by 20%
- Donations of historically valuable artifacts and documents are up significantly
- Social media engagement has increased dramatically, with 1800 followers and approximately 85,000 engagements across all platforms
- In the last five years, local history museums in the U.S. have seen increased visitation of 12.7%: in contrast, the Birmingham Museum has enjoyed an increase of more than 58% in the same period

These marks of success will be further refined in the coming year as we revise and update our Strategic Plan for 2021-2024.

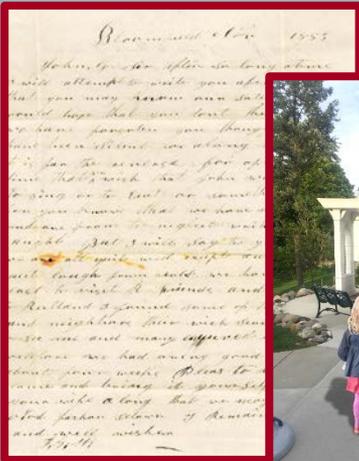
2. Fundraising and completion of Heritage Zone planned improvements. The final stages of detailed design for the Heritage Zone Landscape Plan is in process. The plan would restore elements of the historic landscape and enhance the area around the Allen and Hunter Houses, which is the most heavily used by the public. Expected cost for construction of these improvements is approximately \$35,000. \$15,000 has been raised thus far to complete the project, and the Museum Board and Friends of the Birmingham Museum are planning a major effort during 2020 to raise additional funds.

Fundraising during 2020 will also incorporate the museum's community engagement goals and seek new partnerships to continue our increased visibility and ongoing collaboration. This overall effort is an important part of our mission and is closely integrated with our Strategic Plan objectives.

To better illustrate our goals for 2020, a brief slide show will highlight those museum activities that are central to our services and accomplishments and that will shape our 2021-2024 Strategic Plan.

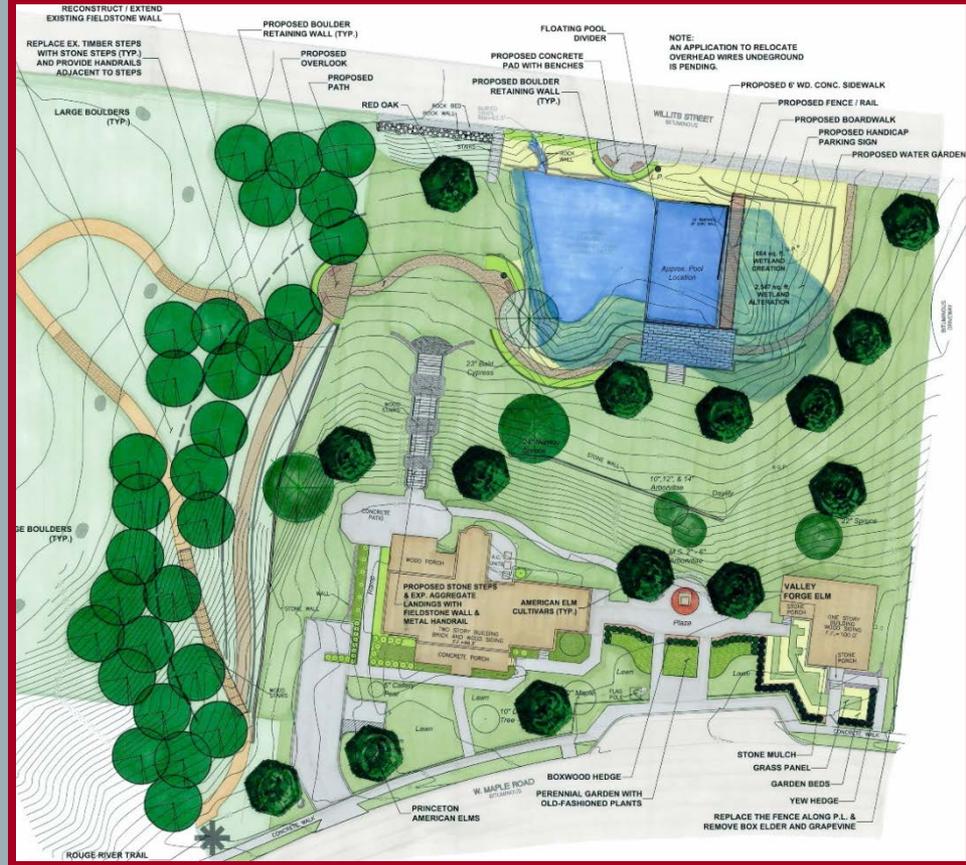


BIRMINGHAM MUSEUM LONG RANGE PLAN 2020



PRIORITIES FOR 2020

- Update 2017-2020 Strategic Plan
- Complete Heritage Zone landscape restoration project



2017-2020 STRATEGIC PLAN UPDATE for 2021-2024

- Success and momentum
- Refinements for 2021-2024

City of Birmingham

The BIRMINGHAM MUSEUM

2017-2020 Strategic Plan

2017-2020 STRATEGIC PLAN

APPROVALS

Museum Board: January 5, 2017
City Commission: February 27, 2017

CONTRIBUTORS

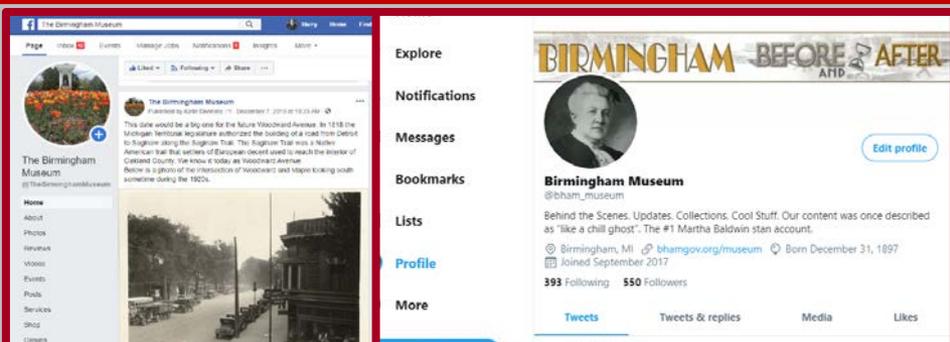
Museum Director: Leslie Pielack
Museum Board Members: James Cristbrook, Russell Dixon, Judith Keefer, Tina Krizanic, Marty Logue, Gretchen Maricak, Caitlin Rosso

This plan represents an update and revision of the 2013-2016 Museum Strategic Plan



ENGAGEMENT: SOCIAL MEDIA PRESENCE

- Increased visibility & reach
- Online recorded presentations
- Twitter & Facebook
- YouTube Video Series



December's theme was Victorian puddings, and for all you non-Anglophiles out there does. Hint: they are usually 'non-vegetarian'!



In November we asked our Facebook and Twitter followers to vote on which early 18c we have spoken and judged here was the winner!



Our Halloween initiation of our "What Were They Thinking? Food Edition" had its sc



Birmingham Museum @bham_museum · Dec 27, 2018
hard enough having a horse with an attitude problem in 1910, but your
ends roasting you about it through the mail is even worse. #The



October 27, 2019: The Levinsons, first Jewish family in Birmingham, w



September 19, 2019: Our first "First Families" presentation, "The Allens



November 14, 2019: Lecture on the history of the Peabody family in



This presentation on Birmingham's neighborhoods in spring, 2019, bro



ENGAGEMENT: PUBLIC OUTREACH

- Specialty tours
- Programs for Adults & Children



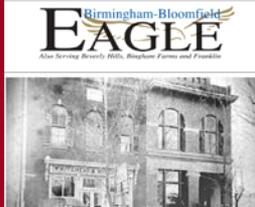
DOWNTOWN, THEN AND NOW - MAY 9

Museum Director **LESLIE PIELACK** and Birmingham Shopping District Executive Director **INGRID TIGHE** will explore the past and present of Birmingham's internationally renowned downtown and how it helps define our city.



ENGAGEMENT: BIRMINGHAM'S STORY

- o Recognition & Awards
- o Press & Media



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HOT TOPICS: Impeachment hearings - Prep sports - Dream homes - Find a...

Birmingham Museum receives gift to distribute story of 1st Jews in city

By Anne Runkle arunkle@medianewsgroup.com; @AnneRunkle1 on Twitter Dec 5, 2019 Comments

David Veselensk, HometownLife.com Published 11:00 a.m. ET Jan. 1

Everyone is on social media, but something worthwhile to say.

Make it one of your new year's find some new, interesting acco social media. I've found a few a Hometown Life areas of wester Oakland counties that are more "like" or a "follow" in the new ye

There's plenty of accounts that info and we looked more so at : "official" community or business accounts for cities like Livonia, Westland and Novi provide plenty include them here because it just seems a little too obvious.



Former U.S. Sen. Carl Levin, left, and former U.S. Rep. Sander Levin joined Birmingham Museum Director Leslie Fietack at a lecture about the first Jewish family in the city. Photo courtesy of Birmingham Museum.

Here's who's worth keeping tabs on in the new year that's a little more offbeat.

The Birmingham Museum on Twitter (@bham_museum)

While it's technically an account run by the city, this account has by far become my favorite local account to follow in 2018.



History made fun to tasty cheeseburgers: Follow these local social media accounts in 2019

ENGAGEMENT: BIRMINGHAM'S STORY

- Publications
- Exhibits
- Display Pop Ups



Seaholm grad Tyler Firestone's Birmingham history project is on display at the Birmingham Museum as part of a special exhibition.
Photo by Deb Jacques



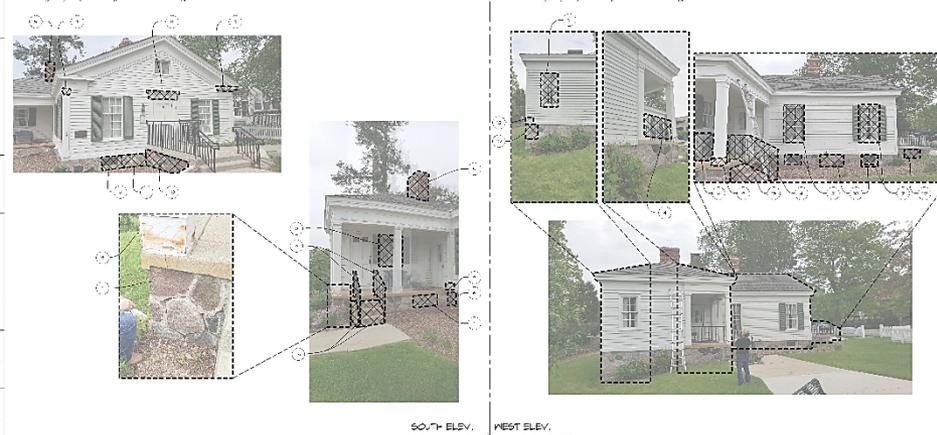
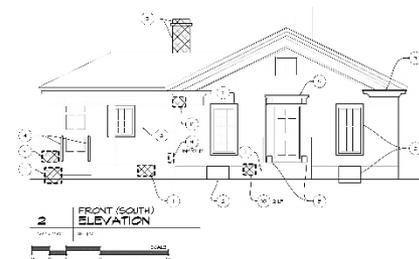
PRESERVATION/ RESTORATION: ARCHIVES & COLLECTION

- Artifacts
- Photos and documents



PRESERVATION/ RESTORATION: HUNTER HOUSE

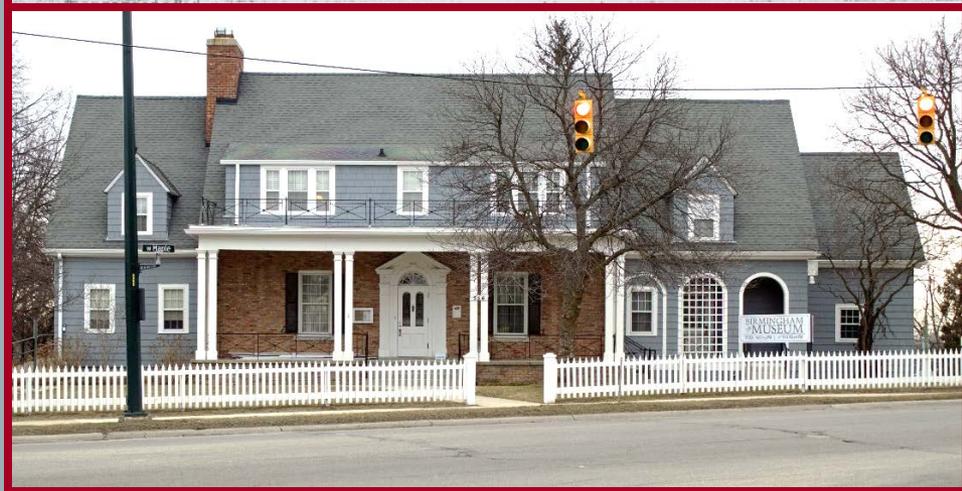
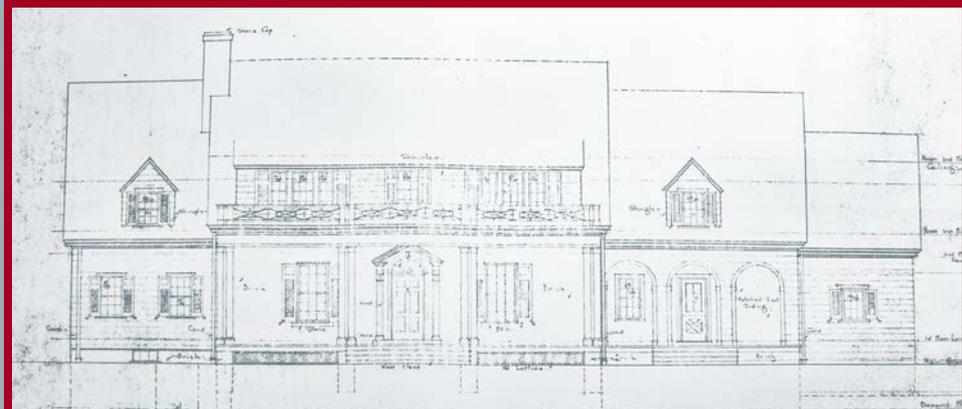
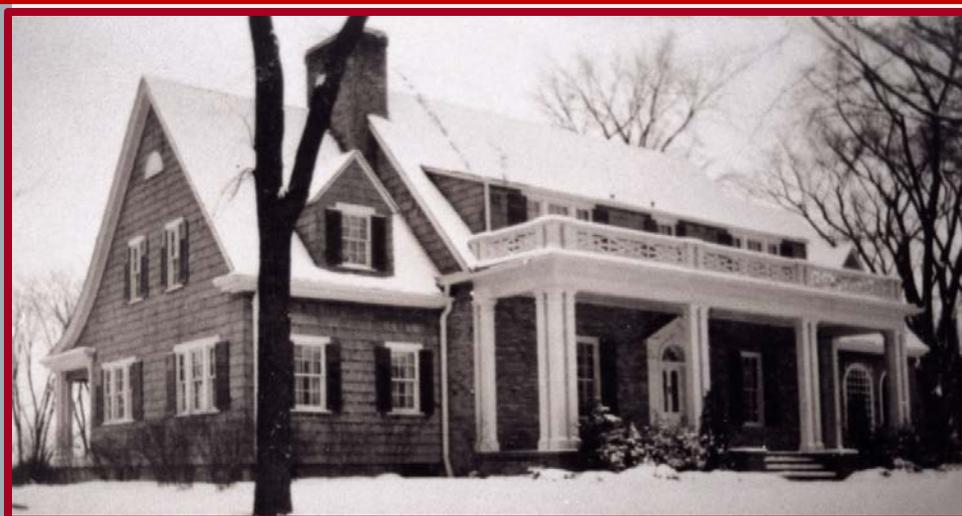
- Building preservation
- Expanded interpretive programs



SOUTH ELEV. WEST ELEV.

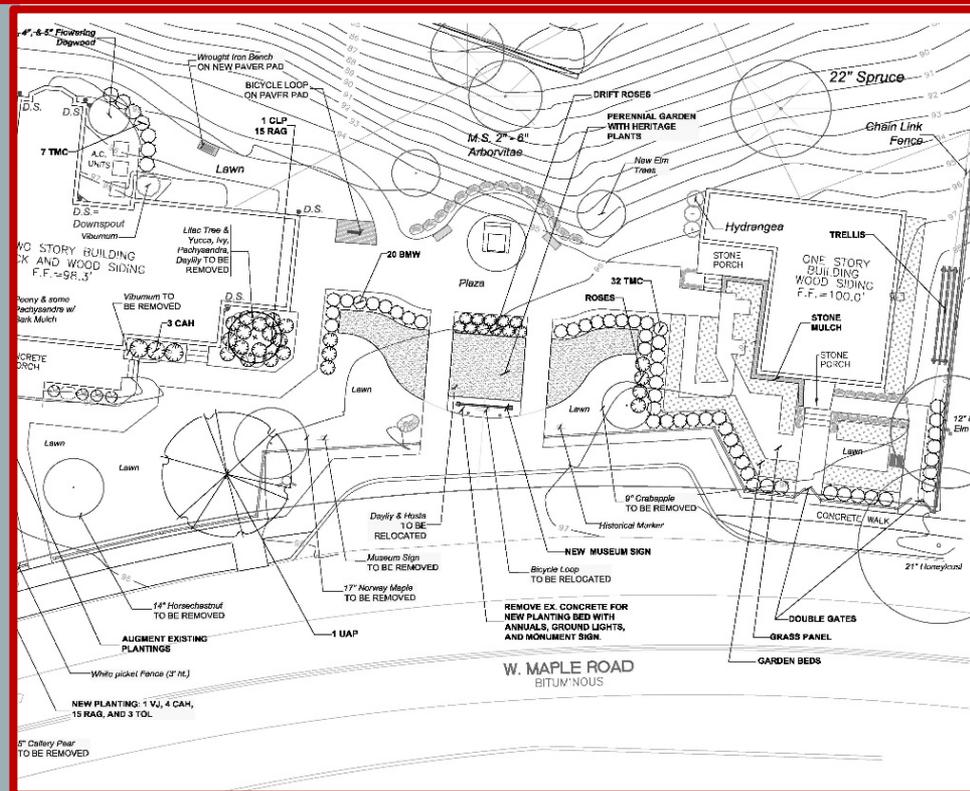
PRESERVATION/ RESTORATION: ALLEN HOUSE

- State Historic Register Listing
- Building preservation



PRESERVATION/ RESTORATION: MUSEUM GROUNDS

- Heritage Zone landscape restoration plan
- Fundraising and planned public events





MEMORANDUM

Office of the City Manager

DATE: January 25, 2020
TO: Joseph A. Valentine, City Manager
FROM: Tiffany J. Gunter, Assistant City Manager
SUBJECT: Unimproved Streets – Long Range Planning Update

There are ninety (90) miles of existing roadway in the City of Birmingham. Approximately 30% (26 miles) of them are classified as “unimproved” streets. An unimproved road is a gravel road, with or without curbs, that has been maintained with chip or cape seal to provide a relatively smooth and dust-free driving surface. These unimproved streets exist due to the majority of neighborhoods in the City being subdivided and open for development prior to 1930. During this time local streets were built with gravel roads with no provision for storm drainage. Residents with unimproved roads often experience issues with flooding and deteriorating road surfaces as a more common occurrence than their neighbors with improved roads.

Today, unimproved streets may be converted with engineered pavement and drainage only when a majority of residents on a residential block submit a petition the City for such an improvement. In order, to convert a road from unimproved to improved, residents must pay a percentage of the total cost via special assessment.

The City Commission has heard an increasing number of complaints from residents over the past several years concerning issues with drainage and the condition of the road surface on unimproved streets. In response, the Commission passed a resolution creating an Ad Hoc Unimproved Street Study Committee (AHUSC). The charge of the committee is to conduct a City-Wide study of unimproved streets and provide a recommendation outlining a long-term plan for these streets.

The AHUSC held their first meeting in June 2018 and for several months received a series of education sessions and engages in dialogue regarding existing unimproved streets policy:

- June 2018 – **History**/Evolution of City Road System
- July 2018 – **Special Assessment Districts** (Petition Initiation and Billing Process)
 - Local Street **Surface Types** (Pavement Methods and Policies)
 - **Cape Seal/Chip Seal** Program Overview
- August 2018 – Peer Review: Street Upgrade Policies **in Neighboring Communities**
 - Road Improvement **Funding** Options

- September 2018 Streets – Comparative Analysis: Differences between Improved and Unimproved Streets
- Document Review of **Related City Policies**
- Establishing **Priority** Roads – Infrastructure Ranking Considerations
- October 2018 – Special Assessment District Process **Evaluation and Refinement** Discussion
- April 2019 – **Financial Model** Presentation: Funding Unimproved Road Conversions
- May 2019 – Consultant to Conduct **Trade-Off Analysis** of Road Design Options
- August 2019 – Trade-Off Analysis Completed: **Road Design Options and Cost** Presentation
- Initial Draft Recommendations: Committee Feedback
- January 2020 – Draft Policy Document To Be Presented

After much deliberation and receiving public comments, the Committee unanimously acknowledges that there are three key areas that should be the focus of the policy recommendation to either change or reaffirm. These include the 1) initiation of the petition process, 2) selection of the road surface and design alternatives, and 3) identification of funding sources that may allow the City to accelerate the conversion of unimproved roads.

1) Initiation of the Petition Process

The current process for initiating a petition has historically begun when residents become dissatisfied relative to the condition of their street pavement often know little about why their street is in the condition it is. Frequent problems can include rough riding surface or drainage problems. A telephone call to City Hall will be directed to the Engineering Dept., where an explanation of the City’s policies begins. Staff explains that a special assessment district must be created in order to raise the funds to pay for such a project. The City Commission has not been inclined to create such a district unless it has clear indication that the majority of property owners agree with the idea. In order to start the process, a petition needs to be created that demonstrates that a majority of the property owners are in favor. Staff offers to email a blank petition form prepared for the specific street being discussed, and also tries to provide the resident with the basic information needed in order to start conversations with neighbors about the idea. It is the responsibility of the neighbors to obtain a majority of signatures from homeowners in favor of improving the road before any official action can be considered by the City Commission.

The committee has discussed the difficulties associated with having homeowner’s initiate a petition process to have their road improved. It has caused disputes and frustration and as a result, homeowners are less likely to initiate the process. The Committee has asked staff to explore the possibility of a City initiated process.

2) Selection of Road Surface and Design Alternatives

The practice of the City has been to engineer new roads with concrete. These have been feedback received from residents at the committee meetings that there should be another alternative to concrete. The Road Design Options report

presented in August 2019 provides a recommendation for committee consideration to allow an asphalt option when doing a road conversion. The cost differential between the two alternatives over time may be non-existent depending on the cost structure recommendation made by the committee. However, providing an alternative would give residents the opportunity to select their preference when deciding on the road improvement.

3) Identification of Funding Sources

There are generally four sources of funding for roads: Act 51 distributions from the Michigan Department of Transportation, property taxes by way of transfers from the City's General Fund, special assessments from property owners directly benefiting from a road improvement, and road bonds. Currently, the City receives funding from all of the sources except for road bonds. The source of funding used to support conversion of unimproved roads currently comes from a combination of special assessments and the general fund. Eighty-five percent (85%) is funded through special assessment, while fifteen percent (15%) is paid by the general fund.

Special assessments are used as a funding source to offset a portion of the cost of a road where it is being upgraded to an improved road or when the road is being cape sealed. For these projects, the City will pay for the improvement in advance and bill the property owners. The payback from the property owners differs depending on the type of road improvement being done. When a road is being improved, the special assessment is generally set for 10 years. When a road is being cape sealed, the special assessment is generally billed only once. City ordinance does not allow for special assessments greater than 10 years. Typically, the City collects approximately half of the total special assessment in the first year of a ten year assessment period and then smaller amounts the following years.

Capital improvements are projected out for six years to assist in long-range financial planning. When a neighborhood determines that they want an improved road, that project is then added to the long-range planning process to determine which budget year the City can afford to do the project. The City then must consider both funding for the road as well as funding for water and sewer improvements if those utilities need to be updated as part of the same project, which is often the case.

The AHUSC engaged in an on-going dialogue regarding opportunities to adjust the percentage share for residents or pursuing additional sources of funding to accelerate the program and more quickly convert unimproved roads. A review and discussion of the financial model will be included in the final report.

On January 31, 2020, the Committee will reconvene to review the draft policy document, discuss the contents, and develop a communications and public engagement plan to gather feedback on the proposed draft policy document. The process will likely take three to six months to complete depending on the intensity of the engagement. A

recommendation will be made for Commission consideration regarding an updated policy on unimproved streets to reflect the feedback of the committee and the public.



MEMORANDUM

Office of the City Manager

DATE: January 25, 2020

TO: Joseph A. Valentine, City Manager

FROM: Tiffany J. Gunter, Assistant City Manager

SUBJECT: Ad Hoc Joint Senior Services Committee – Long Range Planning Update

NEXT has been the cornerstone of the community's senior services for five years. It has a long history of serving the community in an extremely cost effective manner. The operational structure and funding mechanism require attention as they lack in the area of having formal agreement and long-term reliability. The initial focus for NEXT was to provide services for people in financial distress and people who needed to be connected to social services. That is still the cornerstone of NEXT, but the organization has grown dramatically in the sense of providing a social network and providing activities for seniors that require significant space. Services are currently housed at 2121 Midvale (the Early Childhood Center for Birmingham Public Schools).

People are living longer, and they need to have a social infrastructure. NEXT is providing that and doing really well. Their membership is approaching two thousand. They have a very generous relationship with the School Board but they recognize that somewhere along the line the school will need that space for their activities, or they don't need the space and will probably sell the asset.

NEXT has looked at this and determined they either have to formalize the relationship or they have or create another relationship. NEXT has now gotten to be a major contributor to the health and well being of the seniors' community and they have to ensure that has some kind of permanence.

Last year, the Ad Hoc Joint Senior Services committee has worked with the Birmingham Public School district and NEXT to outline the particulars of the existing arrangement for NEXT as they continue operations within their jurisdiction. The Committee has toured the Older Person's Commission (OPC) facility in Rochester and has engaged in discussion with the leadership to gain a better understanding of their organizational structure.

Following the tour of the OPC, the City Attorney's office worked to develop a draft Interlocal Agreement that would establish an Active Adult Commission and a proposed funding and operational structure for consideration. The committee reviewed the ILA at their last meeting in October 2019 and provided feedback. A second draft of the document will be presented on January 21, 2020 (which will occur after this draft has been submitted). It is expected that the committee will continue to consider and revise the document before making recommendations for Commission consideration.

INTERLOCAL AGREEMENT
JOINT SENIOR SERVICES

This Interlocal Agreement is entered into as of the ____ day of _____, 2019, by and between the Village of Beverly Hills, a Michigan municipal corporation located at 18500 W. Thirteen Mile Road; Village of Bingham Farms, a Michigan municipal corporation located at 24255 Thirteen Mile Road, Suite 190; the City of Birmingham, a Michigan municipal corporation, located at 151 Martin Street; the Village of Franklin, a Michigan municipal corporation located at 32325 Franklin Road.

WHEREAS, this Interlocal Agreement is for the governmental units which are parties hereto to join together to establish a Commission for the purposes set forth herein pursuant to and under the authority of the Urban Cooperation Act, Act 7 of the Public Acts of 1967, amended; Act 39 of the Public Acts of 1976, as amended; Act 35 of the Public Acts of 1951, as amended and Act 150 of the Public Acts of 1923, as amended.

IT IS AGREED AS FOLLOWS:

ARTICLE I – PURPOSE

The purpose of this Interlocal Agreement is to establish an Active Adult Commission to provide activities and services for older persons, defined as those individuals fifty-five (55) years of age or older residing in the governmental units which are parties to this Agreement. The activities and services to be provided shall include, but are not limited to, transportation and actions directed toward the improvement of the social, legal, health, housing, educational, emotional, nutritional, recreational, and mobility status of older persons. This Commission may also include the joint ownership and operation of an Active Adult Activity Center.

The Active Adult Commission shall service as a policy-making body and engage an Executive Director who shall be charged with managing the day-to-day operations of the organization and reporting directly to the Active Adult Commission.

ARTICLE II – ACTIVE ADULT ACTIVITY CENTER

The current facility located at 2121 Midvale, Birmingham, Michigan that is used as an Active Adult Activity Center is provided in-kind by the Birmingham Public Schools in partnership with the member communities as an element of continuing education. The current arrangement date January 2019 outlining this arrangement is appended as Exhibit A to this Agreement.

Should the parties wish to secure a facility to own and operate an Active Adult Activity Center, each governmental body shall, by resolution, confirm their commitment to this effort and its respective funding. Upon approval of the required funding necessary to secure and/or construct an Active Adult Activity Center, the Commission may contract, own, operate and manage a joint Active Adult Activity Center to provide activities and services for older persons

in accordance with its Purpose. Upon approval by the governmental bodies, the Commission shall have the authority for the purpose of acquisition of a site and building or the acquisition of a site and construction of a building, as the parties hereto may agree to in the future. The contribution of funds for this purpose shall also serve as the allocation for distribution in the event of dissolution of the Commission.

ARTICLE III – ACTIVE ADULT COMMISSION

SECTION 1. CREATION OF AN ACTIVE ADULT COMMISSION

Upon the signing of this Agreement by the parties hereto and the filing of it with the Oakland County Clerk, the Active Adult Commission shall be created as a separate public corporation pursuant to the statutory authority cited herein, with the powers, functions and duties provided in this Agreement and by law.

SECTION 2. NAME.

The initial name of the governing body shall be the Active Adult Commission. The Commission may recommend a new name. Upon approval of a new name, the parties hereto shall enter into a written Amendment of this Agreement and file it with the Oakland County Clerk, which filing shall have the effect of changing the name.

SECTION 3. MEMBERSHIP OF COMMISSION

- A. The Commission shall be composed of a total of Seven (7) members with representation from each respective member municipality as follows:
 - 1.) Two (2) elected members and one (1) member-at-large from the City of Birmingham.
 - 2.) One (1) elected member and one (1) member-at-large from the Village of Beverly Hills
 - 3.) One (1) elected member or one (1) member-at-large from the Village of Bingham Farms
 - 4.) One (1) elected member or one (1) member-at-large from the Village of Franklin.

- B. The Village Councils and City Commission shall, by Resolution, appoint its members, who shall serve at the pleasure of the respective Village Councils and City Commission and may be removed by Resolution of the respective Village Councils and City Commission at any time, with or without cause. Commission members who are members of the Village Councils and City Commission shall not serve beyond their term on the Council or Commission unless specifically appointed as a citizen-at-large.

- C. Commission members shall serve for a term of ____ years commencing _____.

- D. Any vacancy on the Commission arising for any reason shall be filled by appointment within thirty (30) days of the vacancy, for the remainder of the unexpired term.
- E. Members of the Commission shall serve without compensation.

SECTION 4. OFFICERS.

- A. The Commission shall elect at its first meeting of each year, from its membership, a Chairperson, Vice Chairperson and Secretary, who shall hold office for terms of one (1) year, and until a successor is appointed, or until a resignation or removal.
- B. Vacancies in any office shall be filled by the Commission within thirty (30) days of the vacancy, for the remainder of the unexpired term.
- C. The Chairperson shall preside at all meetings of the Commission and shall have all privileges and duties of a Commission member. The Vice Chairperson shall preside at all meetings of the Commission at which the Chairperson is absent. The Secretary shall keep or cause to be made, all non-financial records, reports and minutes required by this Agreement and applicable law and shall be charged with assuring compliance with the Open Meetings Act and the Michigan Freedom of Information Act.

SECTION 5. MEETINGS.

- A. The Commission shall meet at least twice a year and shall at its first meeting of each year establish a regular meeting schedule which shall be posted at the offices of the parties hereto in similar form and within similar times as required by law for governmental meeting schedules.
- B. Special meetings of the Commission may be called by the Chairperson, or in the absence of the Chairperson, by the Vice Chairperson.
- C. Each Commission member shall receive five (5) days written notice of all regular meetings and two (2) days written notice of all special meetings. All notices of all meetings shall be posted as required by the Michigan Open Meetings Act.
- D. All meetings of the Commission shall in every respect, conform with the requirements of the Open Meetings Act, Act 267 of 1976, as amended.

SECTION 6. QUORUM.

In order to conduct business, a quorum must be present which shall consist of a majority of the Commission.

SECTION 7. VOTING.

A majority of the Commission shall be necessary for the Commission to take any official action at a regular or special meeting.

SECTION 8. MINUTES.

Complete written minutes of all Commission meetings shall be kept in compliance with the applicable provisions of the Michigan Open Meetings Act, copies of which shall be sent to all Commission members and the Clerk of each of the parties hereto as soon as reasonably possible following a Commission meeting.

SECTION 9. RULES.

Robert's Rules of Order and the Michigan Open Meetings Act, when not in conflict with this Agreement or any rules the Commission may adopt, shall govern all meetings.

SECTION 10. REGISTERED OFFICE.

The initial registered office of the Commission shall be the office of _____ . The Commission may designate another location as the registered office.

SECTION 11. PRIVILEGES AND IMMUNITY FROM LIABILITY.

All of the privileges and immunities from liability, and exemptions from law, ordinances and rules, which apply to the activity of officers, representatives, members, agents and employees of the parties hereto shall apply to the same degree and extent to the performance of such functions and duties of such officers, representatives, members, agents and employees of the Commission under this Agreement.

ARTICLE IV – POWERS

SECTION 1. GENERAL POWERS

The Commission shall have the following powers, authority and obligations:

- A. Subject to the approval of the governing bodies of each of the parties hereto, purchase, lease, construct, own, receive, exercise right of dominion over and hold in its own name, property, including land, buildings and appurtenances for the express purpose of providing adult services and operating an active adult activity center.
- B. Subject to the approval of the governing bodies of each of the parties hereto, contract with any other governmental units, public agencies, or private persons or organizations, as appropriate, to carry out Commission functions or fulfill Commission obligations. Approval of the governing bodies of the parties hereto shall not be required for a contract with private persons or organizations when the contract involves less than \$ _____ in expenditures, or is an employment contract or for a purchase authorized in the current approved fiscal year budget, as provided herein.

- C. Hire and employ a director and such other personnel as may be determined necessary, who shall serve at the pleasure of the Commission, subject to applicable law.
- D. Accept funds, grants, voluntary work, or other assistance, to carry out Commission functions and obligations, from any source, public or private, including, but not limited to, local government funding of specific projects, state and federal grants and private donations. Any application for grants or other public funding shall be communicated to the parties hereto prior to submittal.
- E. Operate and establish policy and rules governing the use of providing adult services and operating an active adult activity center not inconsistent with State or local law.
- F. Conduct in its own name a transportation program for older persons and disabled persons in the governmental units which are parties hereto.
- G. Conduct and carry out any program, activity or function which advances and directly relates to the purposes expressed in Article I.

SECTION 2. LIMITATIONS ON AUTHORITY.

- A. The Commission shall have no power or authority to levy any type of tax within the governmental units which are parties hereto or to issue any type of bond in its name, or in any way indebt any of the parties hereto.

SECTION 3. INSURANCE.

The Commission shall obtain policies of insurance, as part of its budget, for comprehensive liability and property damage, workers' compensation, the construction and operation of providing adult services and operating an active adult activity center, and other appropriate and necessary purposes. The Commission shall have the parties hereto named as "named insureds", on the comprehensive liability and property damage insurance policy.

ARTICLE V – FINANCE

SECTION 1. FISCAL YEAR.

The fiscal year of the Commission shall be from July 1, through June 30.

SECTION 2. ANNUAL BUDGET.

The Commission shall each year develop an annual budget in such detail as required by Act 2 of the Public Acts of 1968 of the State of Michigan, which shall include all sums necessary to carry on the programs and services authorized herein for active adults, including transportation, education, activities and operation of an Active Adult Activity Center, etc.

Annually, by January 1st of each year, a budget request shall be submitted to the City Clerk of each of the parties for consideration of funding allocations in the coming fiscal year which shall outline the programs to be carried on for the ensuing year, together with the costs projected for those programs. Upon the approval of a budget, the Commission shall be bound to carry on only such programs and expend such funds as approved in the budget for the ensuing year by the parties hereto who are participating in this Agreement.

Should a separate funding source be used to fund the activities of the Commission, this section shall be amended accordingly.

SECTION 3. ADMINISTRATION.

The Commission may engage an Executive Director and related staff to manage the day-to-day operations to fulfill its purpose consistent with its annual approved budget. The Executive Director shall have the authority to manage the daily operations and shall report regularly to the Commission.

ARTICLE VI – ON – GOING RESPONSIBILITIES & DISSOLUTION

SECTION 1. PARTICIPATION

The parties hereto agree that they will participate in the activities and programs and provide funds on an on-going basis consistent with existing funding contributions currently made to Birmingham NEXT for these services for fiscal year 2019-2020 unless or until terminated in accordance with this Agreement. The parties may annual adjust these funding contributions during each subsequent fiscal year as approved by the municipal governing bodies. These funds are intended to supplement revenue income from the Commission's activities.

The parties agree hereto may agree to pursue a Senior Millage as a funding source consistent with propositions approved by the electors in each of the governmental units, to finance transportation, programs, activities and services for active adults and to operate, equip and maintain and Active Adult Activity Center to the extent of a levy up to _____ mills on each dollar of State Equalized Valuation of all taxable property in the Villages and City.

SECTION 2. DETERMINATION OF PARTICIPATION.

The parties hereto may terminate its membership only by giving six (6) months written notice to the Commission and the governing bodies of the parties hereto, no later than January 1 of any year in which such termination shall be effective. If notice of termination is given, that party shall remain liable for all obligations incurred by it pursuant to this Agreement, prior to the actual termination and according to the budget obligations approved for that fiscal year.

SECTION 3. DISSOLUTION.

Upon three (3) of the parties hereto terminating participation in this Agreement, the termination shall cause a dissolution of the Commission. Any such assets shall be distributed to the Villages of Beverly Hills, Bingham Farms, Franklin and the City of Birmingham, according to a percentage determined by their initial contributions for the acquisition of land, property and/or construction of a building as set forth in Article II. As to any assets which may not be, so divided or distributed, the parties hereto shall cause an appraisal to be conducted and the assets sold at a value at or above the appraisal value. Upon the sale, the funds derived shall be distributed to the parties hereto according to their percentage interest as it established in Article II.

ARTICLE VII – MISCELLANEOUS PROVISIONS:

SECTION 1. AMENDMENTS.

This Agreement may be amended in whole or in any part by written agreement of all of the parties who are parties to the Agreement at the time of any Amendment.

SECTION 2. APPLICABLE LAWS.

The Commission shall fully comply in all activities with applicable local, state and federal laws, regulations, grant conditions and contract provisions.

SECTION 3. STATE APPROVAL.

As soon as reasonably practicable after the effective date of this Agreement, this Agreement shall be officially submitted to the office of the Governor for approval pursuant to the Urban Cooperation Act of 1967.

SECTION 4. EFFECTIVE DATE.

This Agreement shall be in full force and effect and the Commission shall be considered as established as an operating public corporation on the date this Agreement is signed by all parties and a copy is filed with the Oakland County Clerk.

SECTION 5. DURATION.

This Agreement shall remain in effect and continue on an indefinite basis and shall only be terminated according to the terms hereof.

SECTION 6. EFFECT OF AGREEMENT.

This Agreement shall be binding upon and inure to the benefit of the parties hereto and the residents of each of the governmental units hereof.

VILLAGE OF BEVERLY HILLS

By: _____

VILLAGE OF BINGHAM FARMS

By: _____

CITY OF BIRMINGHAM

By: _____

VILLAGE OF FRANKLIN

By: _____

DRAFT



MEMORANDUM

Office of the City Manager

DATE: January 15, 2020
TO: City Commission
FROM: Joseph A. Valentine, City Manager
SUBJECT: Citizen Communication Enhancement

Over the past few years the City has made considerable enhancements with public communications through improvements to various electronic tools. The effort has involved social media applications and the enhancement of the City's website to include email and text notifications for various initiatives. A direct engagement approach has proved beneficial, but we are limited to those that sign up. With the ability to directly communicate with the public on timely and relevant issues, we have explored a new approach that will allow the City to directly target the public for public notices, emergency alerts, special events, neighborhood projects and numerous other information residents may find helpful.

Currently, resident and business contact information is obtained for various dealings with the City involving such things as homeowner affidavits, building permits, City payments, electronic notification system participation; however, each system is separate and the internal databases do not integrate. We worked with our current vendor (BS&A) to consolidate email addresses into a combined system that could be shared by all departments and populated to include email addressed for all property owners in the City. This would accomplish the goal of providing timely and relevant information directly to each resident or business that would be affected by an issue in their neighborhood.

Over the next few months, we will continue our installation and testing of this system and then begin with a promotion campaign.

Enhanced Public Notification System

How to connect with each resident and business?

- City has existing parcel database of all properties.
- Collect and apply email address to each respective City parcel.
- Allows for direct contact with each resident and business for routine, special or emergency communications affecting their respective property.

- Promote the program for voluntary collection of emails.
- Utilize existing applications and contacts with the public to solicit email addresses.

- Provides for more effective communication with no additional cost.



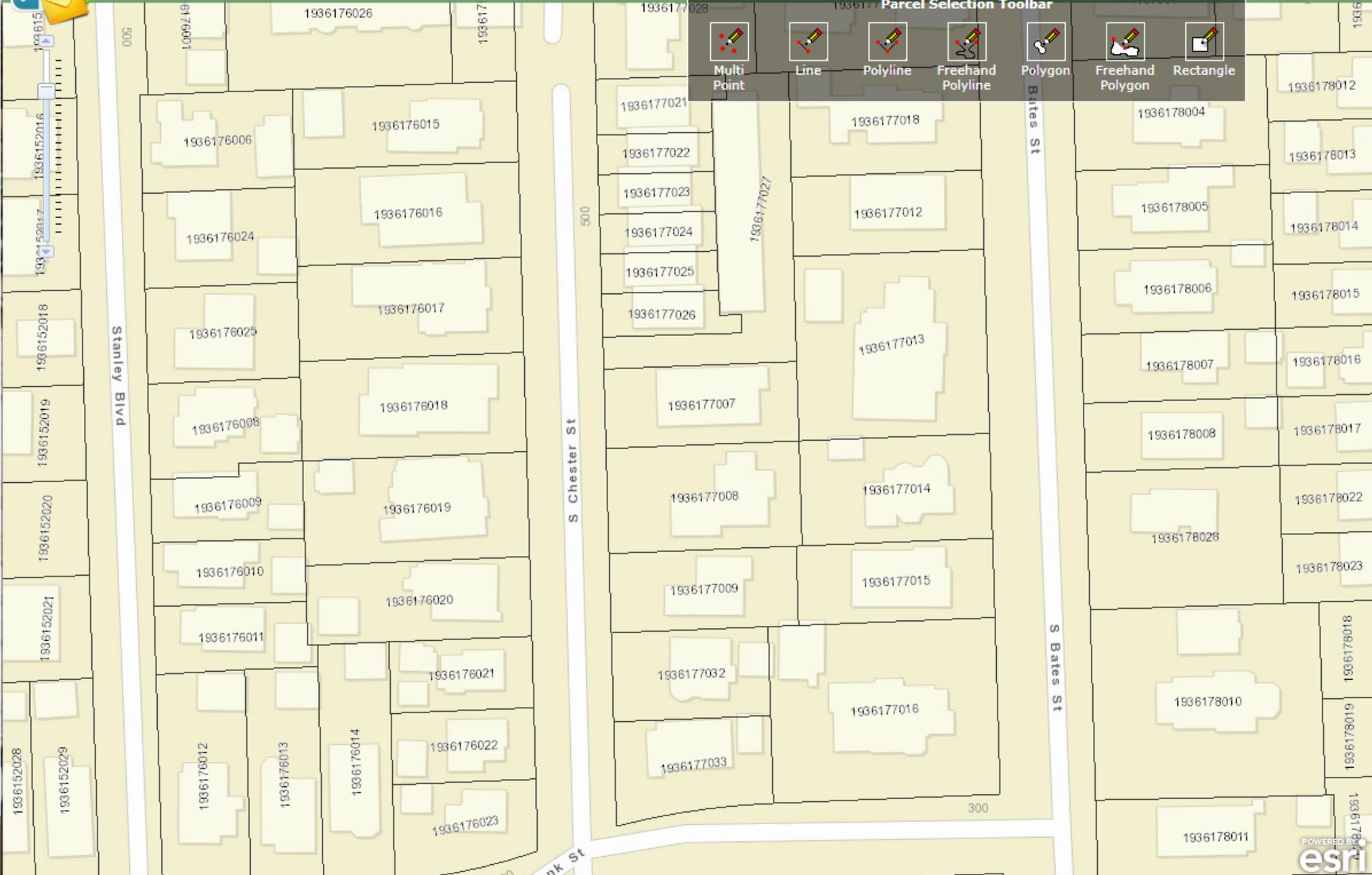
Land Use Public Notification

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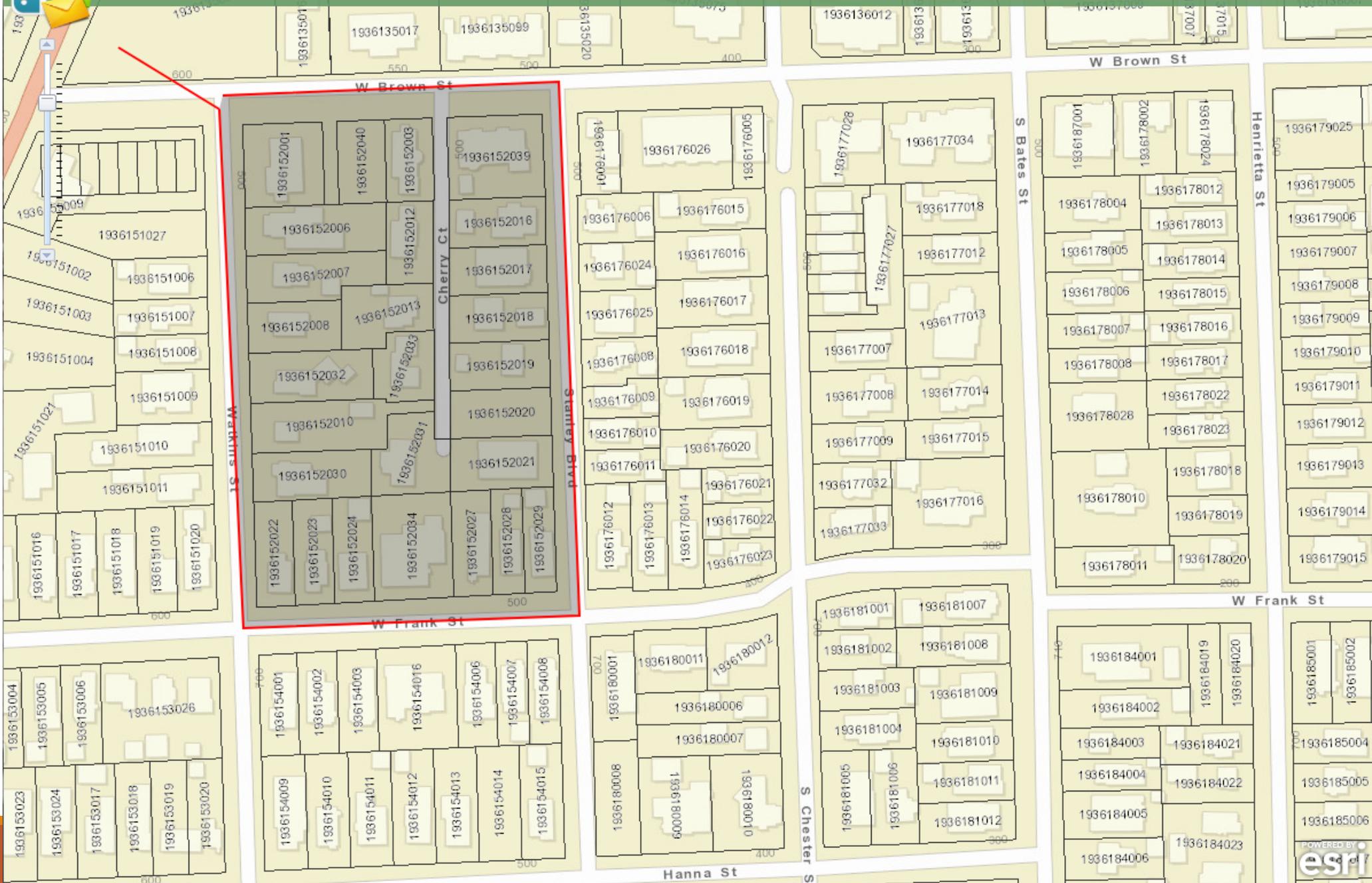
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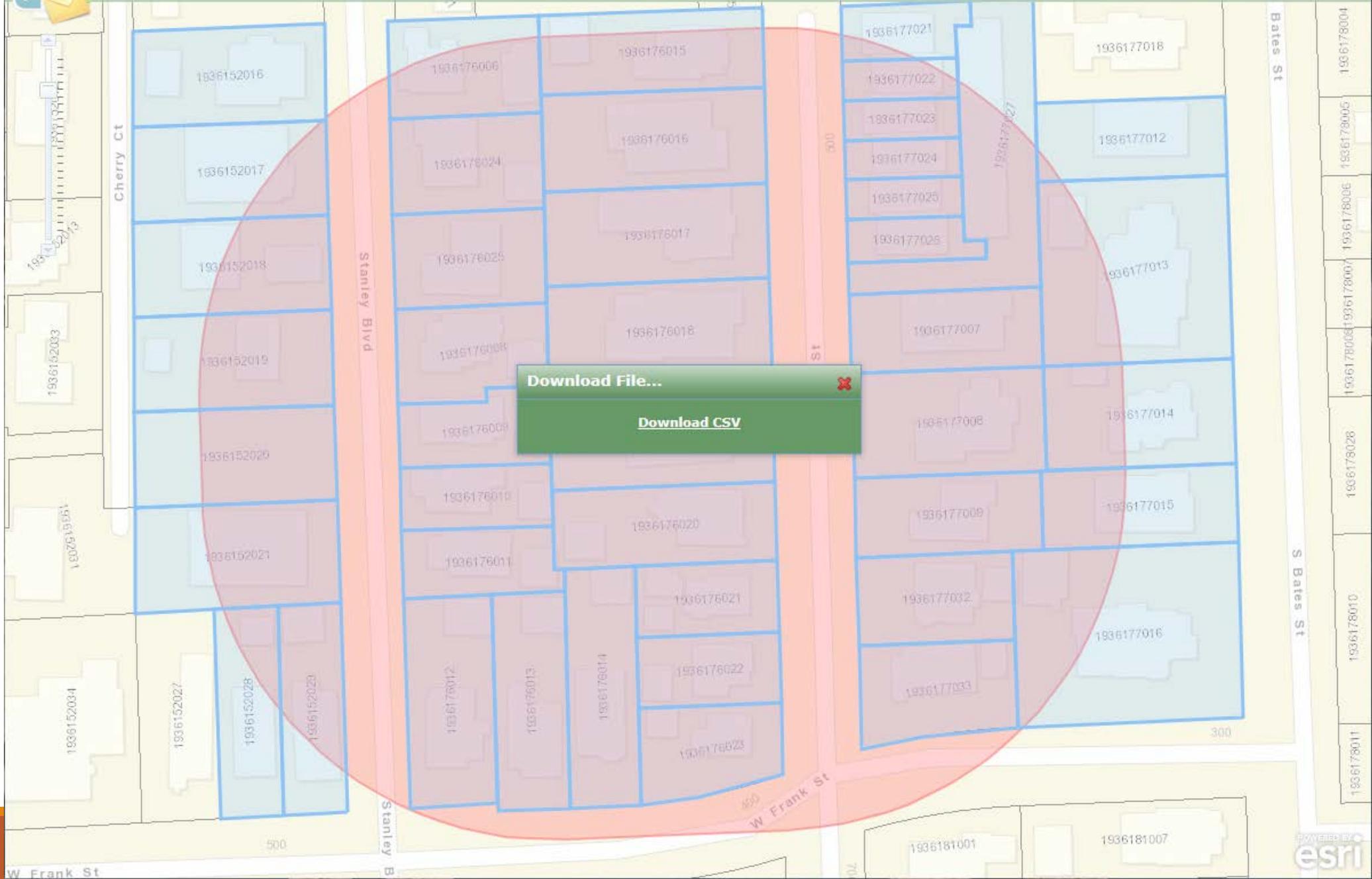




Land Use Public Notification

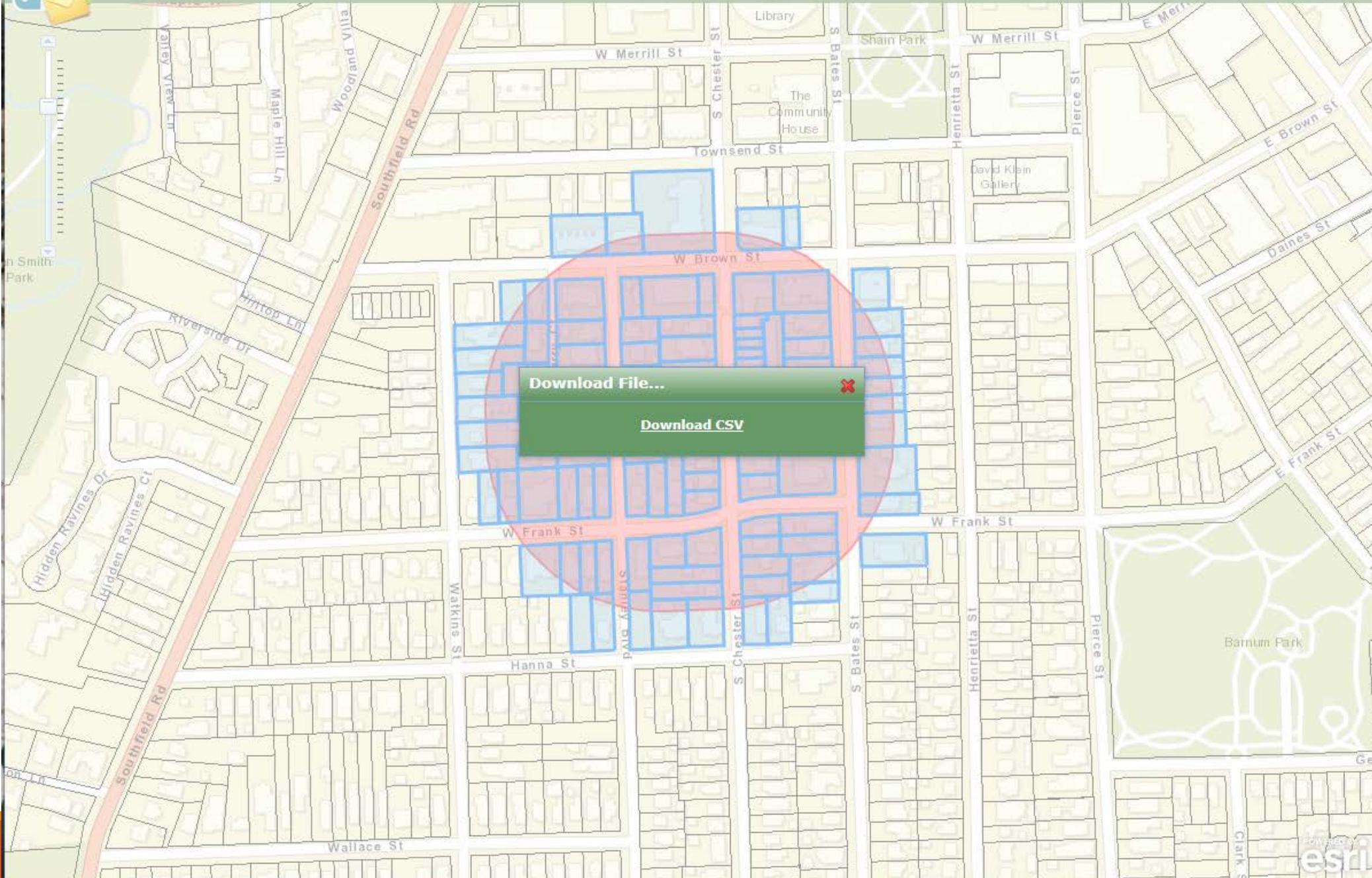
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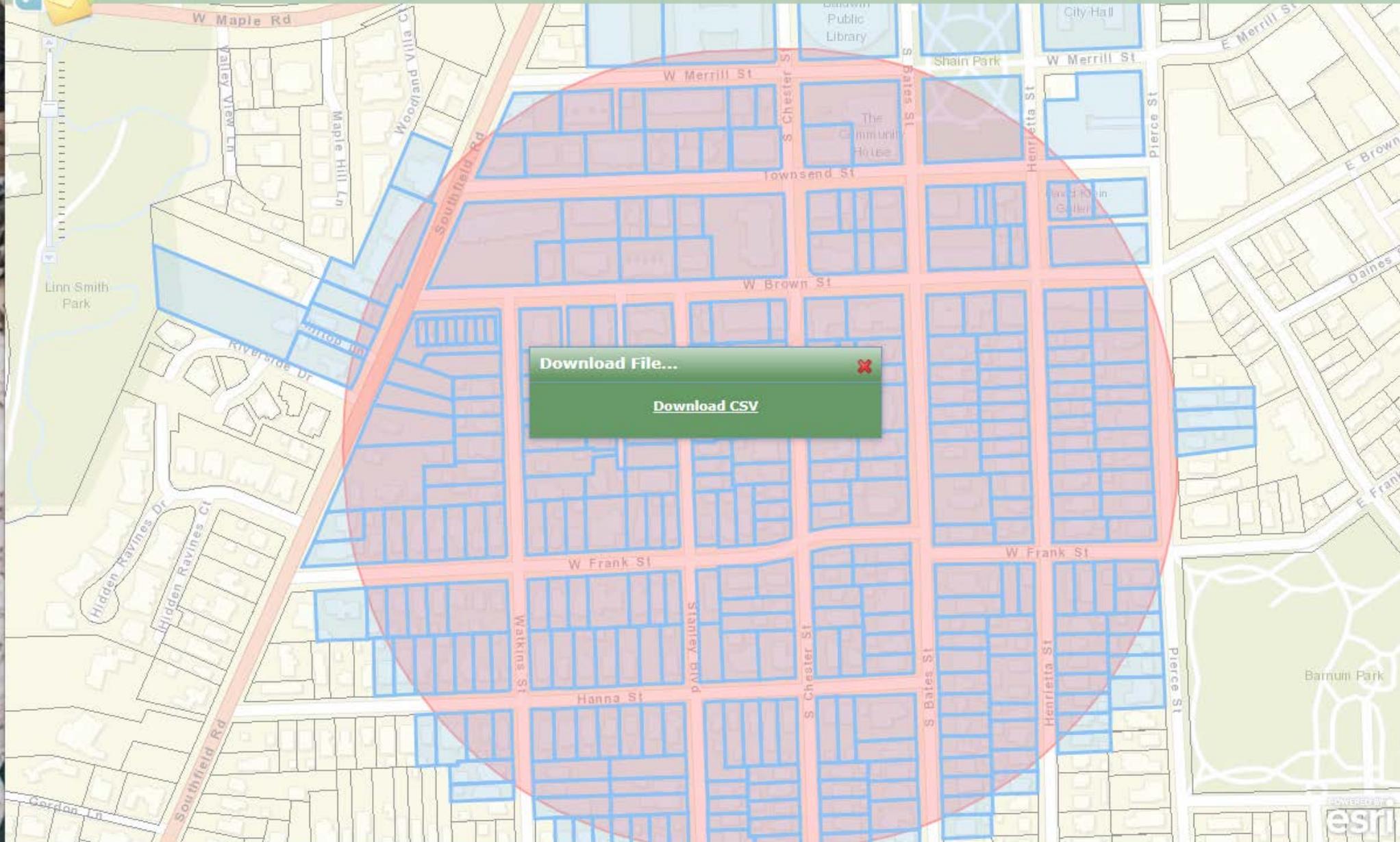




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MEMORANDUM

Office of the City Manager

DATE: January 25, 2020
TO: Joseph A. Valentine, City Manager
FROM: Tiffany J. Gunter, Assistant City Manager
SUBJECT: Downtown Parking System –Long Range Planning Update

The Advisory Parking Committee completed the Downtown Parking Strategies Report in October 2018. The report was presented to and accepted by the City. Since that time, staff has been working on several fronts to move many of the recommendations forward.

Earlier this month, the Advisory Parking Committee, continued its conversation on the future of parking in the downtown. The Implementation Guide provided in the Parking Strategy Report was reviewed and the members of the committee agreed that the best approach to prioritizing the work is to reach out to the community and get feedback. Staff is currently working to develop a draft survey for review by the committee in February. The survey will inquire as to whether the six key focus areas are still relevant and the level of priority to be placed on each of the proposed action steps, which are provided in the tables on the following pages. The results of this survey will allow staff to develop a series of agenda items for the committee to tackle strategically over the next several months in order to effect positive changes in the downtown parking system.

In addition to the parking strategy, staff is working on many tactical and operational improvements simultaneously.

Structural Assessment Program: The structural assessment and review of each of the parking decks is moving forward and is expected to be completed in late Spring.

Mobile Parking Application: The mobile parking application is a few weeks away from beta testing. The app will give all users the ability to see real-time parking availability for both on-street and off-street (garage) parking at all times.

Parking Permit Waitlist Reduction: There has also been an increase in the sales of monthly permits to reduce frustration and negative perceptions of parking in the downtown. The sales have occurred at the Pierce and Chester decks and the observations have been that there was no significant change in occupancy. The committee agreed to the additional sales after reviewing the analytics that suggest that the transient parkers that remain in the garages for 8-10 hours daily are the same individuals that are on the waitlist for a monthly discounted parking pass. The committee is considering making a recommendation to the Commission to increase the rates for the monthly discounted parking passes as well.

System-Wide Parking Technology Evaluation:

The primary complaint received by parking staff involve the entry/exit gate machines in the parking garages (difficult to use and traffic backups), inability to read the display on the parking meters, and time it takes to read the credit cards at the meters.

The machines in the parking garages were introduced in the City in 2015 at the Chester garage and installed at the other four decks in 2016. They are supported by Skidata software. In order to address many of the delays that occur and the entry/exit points, operations staff is present to assist customers at the "rush hour," whenever possible. Additional staff would be needed to provide sufficient assistance and reduce the throughput time. The idea of adding staff is a temporary measure and does not address the root cause that the machines are not performing in a way that improves customer satisfaction and more efficient operations. Staff is exploring the newer technologies (and their associated costs) that have been introduced in the past three-four years that address many of the issues associated with our current machines. For example, newer machines allow a credit card to be read regardless of how it is inserted. Concurrently, the City has been advised that the 2G software that the parking meters rely upon to function will no longer be supported by any service provider in the next one to two years. The only service provider that currently supports 2G in our area is T-Mobile. Staff is working to determine alternatives that will result in a comprehensive and fully integrated system that will best serve our users. Over the next several months, staff will conduct the research on the available technologies and bring a report to the Advisory Parking Committee in the Spring with a recommendation on a plan for technological upgrades in the parking system.

Strategy Implementation/Prioritization Process:

The following table outlines the Immediate Action Steps as identified in the Parking Strategy Report

DOWNTOWN PARKING PLAN | FINAL REPORT
City of Birmingham, Michigan

IMMEDIATE ACTION STEPS

Recommendation	Key Action Steps	Responsible Parties	Target Outcomes	Other Considerations
Update Permit System, Rates, & Sales	<ul style="list-style-type: none"> Upgrade and automate the permit wait list system. Solicit contractor service for backing parking use and integrating with management systems. Offer permits to the first 10 people on the wait list for the Pierce and Peabody garages. Increase the Chester, Park, and N. Old Woodward permit rates by \$10. Offer discounted and "flex" permit rates for carpools and vanpools and occasional parkers. Monitor utilization, issue more permits every 3 months, and further adjust rates as needed. 	<ul style="list-style-type: none"> City of Birmingham <ul style="list-style-type: none"> City Manager City Commission Advisory Parking Committee SP+ Employers 	<ul style="list-style-type: none"> Accurate, real-time permit & utilization data More permits sold / smaller permit wait list Reduced gap between permit and daily parking rates Increased permit revenue Greater non-drive-alone mode share 	<ul style="list-style-type: none"> Adjustments to pricing should be made in line with issuance of new permits. Consider long-term target rates and phasing plan to approach new rate structure. Communicate and promote objectives and opportunities with a clear communication plan.
Implement Performance-Based On-Street Pricing	<ul style="list-style-type: none"> Adopt a policy linking parking rates to demand and establish availability as the KPI. Establish a third pricing tier and "premium rate" area to shift parking activity. Make some currently metered spaces free during hours when capacity is constrained. Activate meter sensors to assist with enforcement and data collection efforts. Monitor utilization to establish a solid base of data to inform policies and adjustments. 	<ul style="list-style-type: none"> City of Birmingham <ul style="list-style-type: none"> City Manager Police Department City Commission Advisory Parking Committee Birmingham Shopping District CrivSmart 	<ul style="list-style-type: none"> Consistent, dependable on-street availability More even distribution of peak hour utilization Greater utilization of remote on-street spaces Improved enforcement of on-street regulations Accurate, real-time utilization data 	<ul style="list-style-type: none"> Communicate and promote objectives and opportunities with a clear sign & communication plan. Monitor equipment accuracy with regular manual checks.
Expand Effective Capacity of Existing Supply	<ul style="list-style-type: none"> Institute an employee permit program in residential permit parking zones. Provide a discrete number of permits for use on under-utilized metered blocks. Examine on-street permit options on blocks that are not currently metered or restricted. Reduce the number of spaces held for short-term parkers in select garages. Optimize the rooftop and on-street valet services with mobile function & improved locations. 	<ul style="list-style-type: none"> City of Birmingham <ul style="list-style-type: none"> City Manager Police Department City Commission Advisory Parking Committee SP+ In-House Valet 	<ul style="list-style-type: none"> More permits sold / smaller permit wait list Greater utilization of remote on-street spaces Increased permit revenue Greater utilization of commuter valet program Improved valet program customer satisfaction 	<ul style="list-style-type: none"> Communication with adjacent property owners and permit holders will be key. Enforcement will be critical to success. Valet program costs and revenues should balance for a sustainable program. Valet locations must weigh options for convenience, circulation, and other needs.
Improve Parking Experience and Information	<ul style="list-style-type: none"> Implement a comprehensive communication plan to help drivers find right-fit parking. Develop signage to reflect parking options in support of the performance-based approach. Create a "welcome" package for new and existing employees to outline options & benefits. Focus "Parking Ambassadors" on customer approach to parking and access services. Add mobile functionality to the valet parking service for both customer and operator use. Add mobile payment option to parking garages and expand promotion of IN cards. 	<ul style="list-style-type: none"> City of Birmingham <ul style="list-style-type: none"> City Manager Police Department City Commission Advisory Parking Committee Birmingham Shopping District SP+ / In-House Valet SKIDATA / Parkmobile 	<ul style="list-style-type: none"> User-friendly parking system with ample, clear parking options Increased adoption of commuter benefits Better understanding of valet program use and function Reduced queuing and service calls at gates Improved parking system customer satisfaction 	<ul style="list-style-type: none"> Collaborate with strategic partners to inform & market parking system changes. Look for opportunities to develop a "suite" of options that address parking & access. Consider shifting parking enforcement to non-Police Department staff.
Improve Internal Organization	<ul style="list-style-type: none"> Develop a comprehensive Operator solicitation that incorporates current City needs and opportunities for new or expanded services that meet City goals. Evaluate the City's zoning code in line with the upcoming Master Plan update to uncover any conflicts between parking strategies and existing regulations. Begin a discussion of a revised Assessment District approach. 	<ul style="list-style-type: none"> City of Birmingham <ul style="list-style-type: none"> City Manager Planning Department City Commission Advisory Parking Committee 	<ul style="list-style-type: none"> Clear, current, comprehensive Operator agreement Zoning code aligned with parking, mobility, access and development goals Sustainable, dependable assessment model that provides consistent system revenue 	<ul style="list-style-type: none"> Reference comparable municipal parking programs, operator agreements, and RFPs. Weigh options that support continued development and access & parking needs. Consider both economic and community/political benefits of a refined approach.

There were five recommended Immediate Action Steps provided in the report. Of them, there are four areas that staff has been pursuing and continues to pursue.

- Permit sales have been increased and rates have been discussed. There is a plan in place to pursue a rate change this year once we have the opportunity to assess the impact of the additional sales.
- Performance based pricing has not been pursued. Staff and the committee wanted to first implement the mobile parking application and review timing and pricing of the existing meters in the system, before moving toward a dynamic pricing model.

It was not clear if this recommendation should be pursued and is open for additional discussion.

- Optimize existing parking supply is an on-going effort. The most noteworthy intervention has been to eliminate the “No Parking from 7-9 am” signs and introduction of the “Maximum 3 Hour, No Permit Parking” policy on the first floors of the existing decks. Turnover in the most desirable parking spaces increased dramatically as a result of not having all day parkers crowding the first floors of the decks by 9 am daily. The master plan process is still underway and discussions about residential permit parking are on-going.
- Parking experience and information improvements have been on-going. The mobile parking application is set to launch soon, which will give users eyes into the entire parking system to assist with finding a parking space. Staff has been more communicative with the permit holders when elevators are out of order by sending emails and ensuring proper signage is placed at the site. We would like to continue the conversation on how to continue a healthy dialogue with the parking population and are looking for feedback on development of a survey to assist the work of the APC.
- Improvements to the internal organization are also on-going. The City did conduct a competitive bid process to update and address current parking needs. Up until this solicitation, the City had been operating on an agreement that had been executed in 1991. The updated agreement meets our technological and service expectations in a clearly articulated format. Additionally, staff began using a data analytics system to increase the integrity in our monthly reporting documents and have real time information to more quickly adapt to acute parking issues as they were occurring. The program is a great tool to assist our team in short and long term management of the system.

There remain opportunities within each of the Immediate Action Steps for further implementation. Staff is working to establish priorities for moving forward.

The Implementation Guide provides a more detailed set of recommendations for the APC to consider. It is divided into six areas of focus. They are:

- Ensure Commuter Access to Monthly Parking
- Improve Visitor Access to Short-Term Parking
- Take Advantage of Excess On-Street Capacity
- Capitalize on Data Collection and Analysis Opportunities
- Optimize Management and Operations
- Prepare for Future Growth

The full guide is provided on the following pages. The Committee has been asked to take each of these categories as described and rank them in order of priority and within each category discuss which steps should be done first. To assist in this task, a survey is under development that will be shared with downtown employees, visitors to the downtown, large employers, merchants, and residents for input. Much like the immediate action steps, there are areas that we’ve already made progress, but there is still more to do. At the conclusion of this prioritization process, staff will prepare a full calendar year of agenda/action items consistent with the prioritized list of activities and will methodically address each item. Obviously, these priorities will not be set in stone and can be adapted based on need and opportunity. However,

having a clear roadmap will keep us on task throughout the year and give us an opportunity to review our progress as it is made. The implementation guide is provided on the following pages.

IMPLEMENTATION GUIDE

Priority: Ensure Commuter Access to Monthly Parking			
Recommendation	Key Steps	Metrics	Other Considerations
Sell more permits in City garages	<ul style="list-style-type: none"> ▪ Quick Win: Offer permits to the first 10 people on the wait list for the Pierce and Peabody garages. ▪ Monitor parking utilization and permit wait lists in City garages and lots and issue more permits every 3 months, as conditions warrant. 	<ul style="list-style-type: none"> ▪ Parking utilization ▪ Permit wait list # 	<ul style="list-style-type: none"> ▪ Consider adjustments to pricing as new permits are issued ▪ Continue to address wait list updates and inefficiencies
Define a Performance-Based Pricing approach	<ul style="list-style-type: none"> ▪ Quick Win: Adopt a policy linking parking rates to demand and establish availability as the Key Performance Indicator (KPI). ▪ Monitor parking utilization and permit wait lists in City garages and lots and on-street, establishing a solid base of KPI data to inform the policy and decision-making process. 	<ul style="list-style-type: none"> ▪ Parking utilization ▪ Availability by facility ▪ Permit wait list # 	<ul style="list-style-type: none"> ▪ Transparency is key: develop and deliver a communications plan to monthly parkers and visitors
Adjust parking rates to reflect demand patterns across downtown	<ul style="list-style-type: none"> ▪ Quick Win: Increase the Chester, Park, and N. Old Woodward permit rates in 2019 to address heavy demand and reduce the "discount" incentive for buying a permit. ▪ Quick Win: Offer discounted permit rates for carpools and vanpools and "flex" permits for limited use parkers. ▪ Monitor utilization and review rates annually to determine if additional adjustments are warranted, raising or lowering rates to address any meaningful gaps between targeted and actual availability. 	<ul style="list-style-type: none"> ▪ Parking utilization ▪ Availability by facility ▪ Permit wait list # ▪ Permit revenue ▪ # of discounted flex and ride share permits 	<ul style="list-style-type: none"> ▪ Transparency is key: develop and deliver a communications plan to monthly parkers ▪ Promote discount rates and programs through employers
Transition monthly permits to a daily pricing structure	<ul style="list-style-type: none"> ▪ Establish the requisite administrative approach to facilitating daily permit parking, including payment media and back-end management protocols. ▪ Engage in dialogue with strategic employers who are seeking additional permits, validating daily employee parking and may be willing to pilot a new approach. 	<ul style="list-style-type: none"> ▪ Parking utilization ▪ Permit wait list # ▪ Travel mode split ▪ Days used/month 	<ul style="list-style-type: none"> ▪ Start small and ramp up once the approach proves feasible ▪ Track the highest use days for possible price adjustments

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Recommendation	Key Steps	Metrics	Other Considerations
Provide & Promote Commuter Benefits	<ul style="list-style-type: none"> Quick Win: Work with key partners, like the Birmingham Shopping District, to create a “welcome” package for new and existing employees that outlines commuter options and available benefit programs. Collaborate with agencies like SMART and SEMCOG to develop more robust programs and benefits for employees. 	<ul style="list-style-type: none"> Parking utilization Permit wait list # and duration Benefit options Benefit utilization Travel mode split 	<ul style="list-style-type: none"> Combine efforts with others in this section to create and promote a “suite” of options to address parking & access needs
Continue to refine the Rooftop Valet program	<ul style="list-style-type: none"> Quick Win: Work with operators to add mobile functionality to the valet program and increase data capture on use and program costs. Explore options to optimize commuter valet service to both improve customer satisfaction and increase utilization. Identify new options for commuter valet pick-up/drop-off, including use of on-street valet and lower level deck locations. 	<ul style="list-style-type: none"> Parking utilization Valet utilization Program cost/revenue Customer satisfaction 	<ul style="list-style-type: none"> Program costs and revenues should balance for a sustainable program Valet locations must weigh options for convenience, circulation, and displacement of other uses
Expand employee parking options	<ul style="list-style-type: none"> Institute an employee permit program in residential permit parking zones. Add on-street permits to under-utilized metered blocks. Examine on-street permit options on blocks that are not currently metered or otherwise restricted. Look for opportunities to expand existing lots and garages. 	<ul style="list-style-type: none"> Parking utilization Permit wait list # Permit revenue Property owner response Violations/citations 	<ul style="list-style-type: none"> Communication with adjacent property owners will be key Look for blocks with >25% availability during target hours Enforcement will be critical to success
Opportunity: Improve Visitor Access to Short-term Parking			
Recommendation	Key Steps	Metrics	Other Considerations
Adjust parking rates to reflect demand patterns	<ul style="list-style-type: none"> Quick Win: Establish a third pricing tier and “premium rate” area to shift parking activity to consistently available areas. Quick Win: Make some currently-metered spaces free during hours when capacity is constrained elsewhere. Continue to monitor utilization and review rates at least annually. 	<ul style="list-style-type: none"> Parking utilization Customer satisfaction Meter revenues 	<ul style="list-style-type: none"> Communications and transparency are key; work with partners, like the Birmingham Shopping District, to ensure parkers are informed (see below)
Ensure that all drivers know all their options	<ul style="list-style-type: none"> Quick Win: Implement a comprehensive communication strategy to ensure drivers find right-fit parking. Align citywide planning and wayfinding efforts to create a cohesive sign program in line with the above. 	<ul style="list-style-type: none"> Parking utilization Customer satisfaction 	<ul style="list-style-type: none"> Coordination with partner agencies and relevant City advisory committees & planning efforts will be key

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Recommendation	Key Steps	Metrics	Other Considerations
Optimize “Park Once” efficiencies	<ul style="list-style-type: none"> Work with partners like the Birmingham Shopping District (BSD) and SMART to explore opportunities for a multi-purpose downtown circulator. Continue pursuing opportunities for bicycle and pedestrian network improvements with City and regional agencies like SEMCOG and MDOT. 	<ul style="list-style-type: none"> Pedestrian and bicycle volumes # of multi-destination “park once” trips Customer satisfaction 	<ul style="list-style-type: none"> Promote options in line with the above communication strategy Coordinate with the Multimodal Transportation Board
Continue to refine the Public Valet approach	<ul style="list-style-type: none"> Quick Win: Work with operators to add mobile functionality to the valet program and increase data capture on use and program costs. Explore options for a valet operation in the Lot 6 area to alleviate capacity constraints during key mid-day periods. 	<ul style="list-style-type: none"> Valet utilization Program cost/revenue Customer satisfaction 	<ul style="list-style-type: none"> Program costs and revenues should balance for a sustainable program Work with BSD and area businesses to identify additional revenue options
Expand mobile payment options to parking structures	<ul style="list-style-type: none"> Work with existing and prospective vendors to decipher opportunities for adding mobile payment options to City garages and lots. Expand promotion of IN cards to improve payment options and efficiency. 	<ul style="list-style-type: none"> Parking utilization Share of payments by each option # of service calls Gate backups Customer satisfaction 	<ul style="list-style-type: none"> Weigh options for use of existing equipment with those that require new capital investment

Opportunity: Take Advantage of Excess On-street Capacity

Recommendation	Key Steps	Metrics	Other Considerations
Reduce short-term parking set-asides in City garages	<ul style="list-style-type: none"> Quick Win: Reduce the number of spaces held for short-term parkers in select garages once new on-street parking tiers have been established. Promote right-fit on-street spaces and monitor utilization to ensure an optimal on- and off-street balance. 	<ul style="list-style-type: none"> On- and off-street utilization Permit wait list #s Customer satisfaction 	<ul style="list-style-type: none"> Work with adjacent property owners and parking demand generators to ensure parkers have sufficient options
Continue providing short-term parkers with convenient, low-cost options	<ul style="list-style-type: none"> Quick Win: Make some currently-metered on-street parking free to provide a competitive alternative to free parking in City garages. Promote right-fit on-street spaces and monitor utilization to ensure an optimal on- and off-street balance. 	<ul style="list-style-type: none"> On- and off-street utilization Customer satisfaction 	<ul style="list-style-type: none"> Consider peak hour restrictions and off-peak promotions that can facilitate the desired shift in parking activity

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Opportunity: Capitalize on Data Collection and Analysis Opportunities			
Recommendation	Key Steps	Metrics	Other Considerations
Utilize data collection capacity to support performance-based management	<ul style="list-style-type: none"> ▪ Quick Win: Activate parking meter vehicle detection sensors to support parking enforcement and collect data. ▪ Monitor sensor data to inform performance-based management, rates, and regulations. 	<ul style="list-style-type: none"> ▪ Utilization ▪ Parking duration ▪ Sensor accuracy 	<ul style="list-style-type: none"> ▪ Monitor sensor accuracy before activation and during operations with regular manual checks
Invest in License Plate Recognition (LPR) Equipment	<ul style="list-style-type: none"> ▪ Issue an RFQ to identify LPR equipment vendors, services, and qualifications. ▪ Issue a turnkey solicitation to integrate LPR functionality with existing SKIDATA equipment to improve gate function and garage enforcement/compliance. 	<ul style="list-style-type: none"> ▪ Parking utilization ▪ Compliance/enforcement data ▪ Cost of current v. LPR operations 	<ul style="list-style-type: none"> ▪ Perform reference checks with clients who are using vendor services to address accuracy concerns ▪ Data delivery should be a key component in vendor responses
Upgrade Parking Transaction & Management Software	<ul style="list-style-type: none"> ▪ Quick Win: Upgrade and automate the permit wait list system. ▪ Issue an RFQ for contracting services that track parking patterns across on- and off-street supplies and integrate with permit and payment systems. 	<ul style="list-style-type: none"> ▪ Parking utilization ▪ Permit wait list #s ▪ Cost of current v. proposed operations 	<ul style="list-style-type: none"> ▪ Perform reference checks with clients who are using vendor services ▪ Consider combining this with an Operator services RFP
Opportunity: Optimize Management & Operations			
Recommendation	Key Steps	Metrics	Other Considerations
Solicit Competitive Bids for Operator Services	<ul style="list-style-type: none"> ▪ Evaluate comparable municipal parking programs and operator agreements. ▪ Develop a comprehensive Operator solicitation that incorporates current City needs and opportunities for new or expanded services that meet City goals. 	<ul style="list-style-type: none"> ▪ RFQ/RFP responses ▪ Cost of current v. proposed operations 	<ul style="list-style-type: none"> ▪ Perform reference checks with clients who are using vendor services
Establish a Parking Ambassador Program	<ul style="list-style-type: none"> ▪ Quick Win: Rebrand parking enforcement assistants as "Parking Ambassadors." ▪ Provide ongoing ambassador training on parking information, options and visitor amenities. 	<ul style="list-style-type: none"> ▪ Customer satisfaction 	<ul style="list-style-type: none"> ▪ Long-term, consider optimization of BPD staff hours in line with community goals
Refine the Assessment District Fee Approach	<ul style="list-style-type: none"> ▪ Evaluate benefits and drawbacks of a revised approach whereby fees are assessed consistently over time. 	<ul style="list-style-type: none"> ▪ Revenue needs ▪ Revenue projections ▪ Property owner feedback 	<ul style="list-style-type: none"> ▪ Consider both economic and community/political benefits of a refined approach

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Opportunity: Prepare for Future Growth			
Recommendation	Key Steps	Metrics	Other Considerations
Develop Park Once Zoning Strategies	<ul style="list-style-type: none"> Evaluate the City's zoning code in line with the upcoming Master Plan update to uncover any conflicts between park once strategies and existing regulations. 	<ul style="list-style-type: none"> Zoning code revisions 	<ul style="list-style-type: none"> Weigh options that support continued development and the need for enhanced access & parking
Invest parking revenues in Public Improvements beyond parking	<ul style="list-style-type: none"> Evaluate potential restrictions on the use of Parking System Enterprise Funds for non-parking improvements. Explore opportunities for development of a "benefit district" in which parking revenues can be spent on broader access & mobility improvements. 	<ul style="list-style-type: none"> Dollars invested in non-parking improvements/benefits Utilization of funded improvements/benefits 	<ul style="list-style-type: none"> Align with broader community priorities Consider non-driving mobility options and commuter benefits Ensure transparency with annual reports on revenue expenditures
Continue to refine the Joint-Development approach	<ul style="list-style-type: none"> Continue to pursue joint development opportunities like the N. Old Woodward & Bates Street project Look for additional opportunities that take advantage of underutilized properties and can address additional public parking supply needs. 	<ul style="list-style-type: none"> Cost savings compared to stand-alone construction Completion of N. Old Woodward & Bates Street project 	<ul style="list-style-type: none"> Consider options for investing assessment revenues in projects Focus on long-term City control of public parking assets